



## **Bhutan Civil Aviation Requirements**

### **Organisation Requirements for Air Operations (BCAR-ORO)**

Initial Issue  
(October 2021)

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Bhutan Civil Aviation Authority  
Royal Government Of Bhutan  
Paro : Bhutan



### Foreword

The Bhutan Civil Aviation Authority is pleased to issue Bhutan Civil Aviation Requirements-Organization Requirements (BCAR-ORO) initial issue establishing technical requirements and the management systems to be fulfilled by the industry for the implementation and enforcement of Civil Aviation Act of Bhutan 2016 and rules and regulations regarding civil air operations.

These requirements have been developed under the South Asian Regional Initiatives (SARI OPS) to harmonize the air operations requirements in the region.

This BCAR-ORO shall supersede the air operations rules and regulations issued earlier and shall come into force from 01 August 2022.

**Head of the Authority**  
**Bhutan Civil Aviation Authority**



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**BCAR.ORO.GEN.005 Scope**

This BCAR establishes requirements to be followed by an air operator conducting:

- (a) commercial air transport operations (CAT);
- (b) commercial specialised operations;



## SUBPART GEN: GENERAL REQUIREMENTS

### SECTION I – GENERAL

#### BCAR.ORO.GEN.105 Competent authority

For the purpose of this BCAR, Bhutan Civil Aviation Authority is the competent authority and it shall be the authority exercising oversight over operators subject to a certification or specialised operation authorisation having their principal place of business in Bhutan.

#### BCAR.ORO.GEN.110 Operator responsibilities

- (a) The operator is responsible for the operation of the aircraft in accordance with Section 3 of BANRs, the relevant requirements of this Part and its Air Operator Certificate (AOC) or specialised operation authorisation (SPO authorisation).
- (b) Every flight shall be conducted in accordance with the provisions of the operations manual.
- (c) The operator shall establish and maintain a system for exercising operational control over any flight operated under the terms of its certificate or SPO authorisation.
- (d) The operator shall ensure that its aircraft are equipped and its crews are qualified as required for the area and type of operation.
- (e) The operator shall ensure that all personnel assigned to, or directly involved in, ground and flight operations are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the operation as a whole.
- (f) The operator shall establish procedures and instructions for the safe operation of each aircraft type, containing ground staff and crew member duties and responsibilities for all types of operation on the ground and in flight. Those procedures and instructions shall not require crew members to perform any activities during critical phases of flight other than those required for the safe operation of the aircraft. Procedures and instructions for a sterile flight crew compartment shall also be included.
- (g) The operator shall ensure that all personnel are made aware that they shall comply with the laws, regulations and procedures of those States in which operations are conducted and that are pertinent to the performance of their duties.
- (h) The operator shall establish a checklist system for each aircraft type to be used by crew members in all phases of flight under normal, abnormal and emergency conditions to ensure that the operating procedures in the operations manual are followed. The design and utilisation of checklists shall observe human factors principles and take into account the latest relevant documentation from the aircraft manufacturer.
- (i) The operator shall specify flight planning procedures to provide for the safe conduct of the flight based on considerations of aircraft performance, other operating limitations and relevant expected conditions on the route to be followed and at the aerodromes or operating sites concerned. These procedures shall be included in the operations manual.

- (j) The operator shall establish and maintain dangerous goods training programmes for personnel as required by the ICAO technical instructions which shall be subject to review and approval by BCAA. Training programmes shall commensurate with the responsibilities of personnel.
- (k) Reserved

**AMC1 BCAR.ORO.GEN.110(a) Operator responsibilities**

**SECURITY TRAINING PROGRAMME FOR CREW MEMBERS — CAT OPERATIONS**

The CAT operator should establish and maintain a security training programme for crew members, including theoretical and practical elements. This training should be provided at the time of operator conversion training and thereafter at intervals not exceeding three years. The content and duration of the training should be adapted to the security threats of the individual operator and should ensure that crew members act in the most appropriate manner to minimise the consequences of acts of unlawful interference. This programme should include the following elements:

- (a) determination of the seriousness of the occurrence;
- (b) crew communication and coordination;
- (c) appropriate self-defence responses;
- (d) use of non-lethal protective devices assigned to crew members whose use is authorised by the Member State;
- (e) understanding of behaviour of terrorists so as to facilitate the ability of crew members to cope with hijacker behaviour and passenger responses;
- (f) in case where cabin crew are required, live situational training exercises regarding various threat conditions;
- (g) flight crew compartment procedures to protect the aircraft;
- (h) aircraft search procedures, in accordance with applicable regulations, including identification of prohibited articles; and
- (i) guidance on the least risk bomb locations.

**AMC2 BCAR.ORO.GEN.110(a) Operator responsibilities**

**SECURITY TRAINING PROGRAMME FOR GROUND PERSONNEL — CAT OPERATIONS**

In accordance with applicable regulations, the CAT operator should establish and maintain a security training programme for ground personnel to acquaint appropriate employees with preventive measures and techniques in relation to passengers, baggage, cargo, mail, equipment, stores and supplies intended for carriage so that they contribute to the prevention of acts of sabotage or other forms of unlawful interference.

**GM1 BCAR.ORO.GEN.110(a) Operator responsibilities**

**SECURITY TRAINING PROGRAMME FOR CREW MEMBERS**

ICAO Security Manual Doc 9811 (restricted access) contains guidance on the development of training programmes.

**AMC1 BCAR.ORO.GEN.110(c) Operator responsibilities**

**OPERATIONAL CONTROL**

The organisation and methods established to exercise operational control should be included in the operations manual and should cover at least a description of responsibilities concerning the initiation, continuation and termination or diversion of each flight.

**GM1 BCAR.ORO.GEN.110(c) Operator responsibilities**

**OPERATIONAL CONTROL**

- (a) BCAR.ORO.GEN.110(c) does not imply a requirement for licensed flight dispatchers or a full flight watch system.
- (b) If the operator employs flight operations officers in conjunction with a method of operational control, training for these personnel should be based on relevant parts of ICAO Doc 7192 Training Manual, Part D-3. This training should be described in the operations manual.

**AMC1 BCAR.ORO.GEN.110(e) Operator responsibilities**

**MEL TRAINING PROGRAMME**

- (a) The operator should develop a training programme for ground personnel dealing with the use of the MEL and detail such training in the continuing airworthiness maintenance exposition CAME and OM as appropriate. Such training programme should include:
  - (1) the scope, extent and use of the MEL;
  - (2) placarding of inoperative equipment;
  - (3) deferral procedures;
  - (4) dispatching; and
  - (5) any other operator's MEL related procedures.
- (b) The operator should develop a training programme for crew members and detail such training in the Operations Manual. Such training programme should include:
  - (1) the scope, extent and use of the MEL;
  - (2) the operator's MEL procedures;
  - (3) elementary maintenance procedures in accordance with BCAR-M; and
  - (4) pilot-in-command/commander responsibilities.

**AMC2 BCAR.ORO.GEN.110(e) Operator responsibilities**

**GROUND OPERATIONS WITH PASSENGERS ON BOARD IN THE ABSENCE OF FLIGHT CREW**

For ground operations, whenever passengers are embarking, on board or disembarking in the absence of flight crew members, the operator should:

- (a) establish procedures to alert the aerodrome services in the event of ground emergency or urgent need; and
- (b) ensure that at least one person on board the aircraft is qualified to apply these procedures and ensure proper coordination between the aircraft and the aerodrome services.

**GM1 BCAR.ORO.GEN.110(e) Operator responsibilities**

**GROUND PERSONNEL**

For the purpose of the MEL training programme referred to in AMC1 BCAR.ORO.GEN.110(e) ground personnel include maintenance personnel, flight dispatchers and operations officers.

**GM2 BCAR.ORO.GEN.110(e) Operator responsibilities**

**AERODROME SERVICES**

Aerodrome services refer to units available at an aerodrome that could be of assistance in responding to an urgent need or an emergency, such as rescue and firefighting services, medical and ambulance services, air traffic services, security services, police, aerodrome operations, air operators.

**AMC1 BCAR.ORO.GEN.110(f) Operator responsibilities**

**STERILE FLIGHT CREW COMPARTMENT**

- (a) Sterile flight crew compartment procedures should ensure that:
  - (1) flight crew activities are restricted to essential operational activities; and
  - (2) cabin crew and technical crew communications to flight crew or entry into the flight crew compartment are restricted to safety or security matters.
- (b) The sterile flight crew compartment procedures should be applied:
  - (1) during critical phases of flight;
  - (2) during taxiing (aeroplanes);
  - (3) below 10 000 feet above the aerodrome of departure after take-off and the aerodrome of destination before landing, except for cruise flight; and
  - (4) during any other phases of flight as determined by the pilot-in-command or commander.
- (c) All crew members should be trained on sterile flight crew compartment procedures established by the operator, as appropriate to their duties.

**GM1 BCAR.ORO.GEN.110(f) Operator responsibilities**

**STERILE FLIGHT CREW COMPARTMENT**

(a) Establishment of procedures

The operator should establish procedures for flight, cabin, and technical crew that emphasise the objectives and importance of the sterile flight crew compartment. These procedures should also emphasise that, during periods of time when the sterile flight deck compartment procedures are applied, cabin crew and technical crew members should call the flight crew or enter the flight crew compartment only in cases related to safety or security matters. In such cases, information should be timely and accurate.

(b) Flight crew activities

When sterile flight crew compartment procedures are applied, flight crew members are focused on their essential operational activities without being disturbed by non-safety related matters. Examples of activities that should not be performed are:

- (1) radio calls concerning passenger connections, fuel loads, catering, etc.;
- (2) non-critical paperwork; and
- (3) mass and balance corrections and performance calculations, unless required for safety reasons.

(c) Communication to the flight crew

Cabin crew and technical crew use their own discretion to determine whether the situation is related to safety or security matters and whether to call the flight crew. Situations requiring information to the flight crew may include:

- (1) any outbreak of fire inside the cabin or in an engine;
- (2) a burning smell in the cabin or presence of smoke inside or outside;
- (3) fuel or fluid leakage;
- (4) exit door unable to be armed or disarmed;
- (5) localised extreme cabin temperature changes;
- (6) evidence of airframe icing;
- (7) cabin/galley equipment or furniture malfunction/breakage posing a hazard to the occupants;
- (8) suspicious object;
- (9) disruptive passenger;
- (10) security threat;
- (11) abnormal vibration or noise;
- (12) medical emergency;
- (13) general drop-down of the oxygen masks in the cabin; and
- (14) any other condition deemed relevant by a cabin crew or technical crew member.

**AMC1 BCAR.ORO.GEN.110(f)(h) Operator responsibilities**

**ESTABLISHMENT OF PROCEDURES**

- (a) An operator should establish procedures to be followed by cabin crew covering at least:
- (1) arming and disarming of slides;
  - (2) operation of cabin lights, including emergency lighting;
  - (3) prevention and detection of cabin, oven and toilet fires;
  - (4) actions to be taken when turbulence is encountered; and
  - (5) actions to be taken in the event of an emergency and/or an evacuation.
- (b) When establishing procedures and a checklist system for cabin crew with respect to the aircraft cabin, the operator should take into account at least the following duties:

Duties	Pre-take off	In-flight	Pre-landing	Post-landing
(1) Briefing of cabin crew by the senior cabin crew member prior to commencement of a flight or series of flights	X			
(2) Check of safety and emergency equipment in accordance with operator's policies and procedures	X			
(3) Security checks as applicable	X			X
(4) Passenger embarkation and disembarkation	X			X
(5) Securing of passenger cabin (e.g. seat belts, cabin cargo/baggage)	X		X	
(6) Securing of galleys and stowage of equipment	X	if required	X	
(7) Arming of door/exit slides	X			
(8) Safety briefing/information to passengers	X	X	X	X
(9) 'Cabin secure' report to flight crew	X	if required	X	
(10) Operation of cabin lights	X	if required	X	X
(11) Cabin crew at assigned crew stations	X	if required	X	X

(12) Surveillance of passenger cabin	X	x	x	x
(13) Prevention and detection of fire in the cabin (including the combi-cargo area, crew rest areas, galleys, lavatories and any other cabin remote areas) and instructions for actions to be taken	X	x	x	x
(14) Actions to be taken when turbulence is encountered		x		
(15) Actions to be taken in case of in-flight incidents (e.g. medical emergency)		x		
(16) Actions to be taken in the event of emergency situations	X	x	x	x
(17) Disarming of door/exit slides				x
(18) Reporting of any deficiency and/or un-serviceability of equipment and/or any incident	X	x	x	x

(c) The operator should specify the contents of safety briefings for all cabin crew members prior to the commencement of a flight or series of flights.

**BCAR.ORO.GEN.115 Application for an AOC**

- (a) The application for an air operator certificate or an amendment to an existing certificate shall be made in a form and manner established by BCAA, taking into account the requirements of applicable regulations.
- (b) Applicants for an initial certificate shall provide BCAA with documentation demonstrating how they will comply with the requirements established in applicable regulations. Such documentation shall include a procedure describing how changes not requiring prior approval will be managed and notified to BCAA.

**BCAR.ORO.GEN.125 Terms of approval and privileges of an AOC holder**

A certified operator shall comply with the scope and privileges defined in the operations specifications attached to the operator’s certificate.

**AMC1 BCAR.ORO.GEN.125 Terms of approval and privileges of an AOC holder**

**MANAGEMENT SYSTEM DOCUMENTATION**

The management system documentation should contain the privileges and detailed scope of activities for which the operator is certified, as relevant to the applicable requirements. The scope of activities defined in the management system documentation should be consistent with the terms of approval.

**BCAR.ORO.GEN.130 Changes related to an AOC holder**

- (a) The following changes related to an AOC holder shall require a prior approval from BCAA:
- (1) any change affecting the scope of the certificate or the operations specifications of an operator; or
  - (2) a change of the accountable manager
  - (3) a change of the nominated person
  - (4) any change to the safety policy, such as the description of the overall philosophies and principles of the operator with regard to safety as required in BCAR.ORO.GEN.200 (a) (2)
- (b) For any changes requiring prior approval in accordance with the applicable regulations, the operator shall apply for and obtain an approval issued by BCAA. The application shall be submitted before any such change takes place, in order to enable BCAA to determine continued compliance with the applicable regulations and to amend, if necessary, the operator certificate and related terms of approval attached to it.

The operator shall provide BCAA with any relevant documentation.

The change shall only be implemented upon receipt of formal approval by BCAA in accordance with ARO.GEN.330.

The operator shall operate under the conditions prescribed by BCAA during such changes, as applicable.

- (c) All changes not requiring prior approval shall be managed and notified to BCAA as defined in the procedure approved by BCAA in accordance with ARO.GEN.310(c).

**AMC1 BCAR.ORO.GEN.130 Changes related to an AOC holder**

**APPLICATION TIME FRAMES**

- (a) The application for the amendment of an air operator certificate (AOC) should be submitted at least 30 days before the date of the intended changes.
- (b) In the case of a planned change of a nominated person, the operator should inform the BCAA at least 10 days before the date of the proposed change.
- (c) Unforeseen changes should be notified at the earliest opportunity, in order to enable the BCAA to determine continued compliance with the applicable requirements and to amend, if necessary, the AOC and related terms of approval.



**GM1 BCAR.ORO.GEN.130(a) Changes related to an AOC holder**

**GENERAL**

- (a) Typical examples of changes that may affect the AOC or the operations specifications or the operator's management system, as required in BCAR.ORO.GEN.200 (a)(1) and (a)(2), are listed below:
  - (1) the name of the operator;
  - (2) a change of legal entity;
  - (3) the operator's principal place of business;
  - (4) the operator's scope of activities;
  - (5) additional locations of the operator;
  - (6) the accountable manager;
  - (7) any of the persons referred to in BCAR.ORO.GEN.210 (a) and (b);
  - (8) the operator's documentation, as required by this Annex, safety policy and procedures;
  - (9) the facilities.
- (b) Prior approval by the BCAA is required for any changes to the operator's procedure describing how changes not requiring prior approval will be managed and notified to the competent authority.
- (c) Changes requiring prior approval may only be implemented upon receipt of formal approval by the BCAA.

**GM2 BCAR.ORO.GEN.130(a) Changes related to an AOC holder**

**CHANGE OF NAME**

A change of name requires the operator to submit a new application as a matter of urgency.

Where this is the only change to report, the new application can be accompanied by a copy of the documentation previously submitted to the BCAA under the previous name, as a means of demonstrating how the operator complies with the applicable requirements.

**GM3 BCAR.ORO.GEN.130(b) Changes related to an AOC holder**

**CHANGES REQUIRING PRIOR APPROVAL**

The following GM is a non-exhaustive checklist of items that require prior approval from the BCAA as specified in the applicable Implementing Rules:

- (a) Reserved.
- (b) procedures regarding items to be notified to the competent authority;
- (c) cabin crew:
  - (1) evacuation procedures with a reduced number of required cabin crew during ground operations or in unforeseen circumstances;

- (2) conduct of the training, examination and checking required by BCAR-CC to Civil Aviation Act of Bhutan 2016 and issue of cabin crew attestations;
- (3) procedures for cabin crew to operate on four aircraft types;
- (4) training programmes, including syllabi;
- (d) leasing agreements;
- (e) Reserved;
- (f) specific approvals in accordance with BCAR-SPA;
- (g) dangerous goods training programmes;
- (h) flight crew:
  - (1) Reserved;
  - (2) procedures for flight crew to operate on more than one type or variant;
  - (3) training and checking programmes, including syllabi and use of flight simulation training devices (FSTDs);
- (i) fuel policy;
- (j) helicopter operations:
  - (1) Not applicable;
  - (2) over a hostile environment located outside a congested area, unless the operator holds an approval to operate according to Subpart J of BCAR-SPA (SPA.HEMS);
  - (3) NA;
  - (4) to/from a public interest site;
  - (5) without an assured safe forced landing capability;
- (k) mass and balance:
  - (1) standard masses for load items other than standard masses for passengers and checked baggage;
  - (2) use of on-board mass and balance computer systems;
- (l) minimum equipment list (MEL):
  - (1) MEL;
  - (2) operating other than in accordance with the MEL, but within the constraints of the master minimum equipment list (MMEL);
  - (3) rectification interval extension (RIE) procedures;
- (m) minimum flight altitudes:
  - (1) the method for establishing minimum flight altitudes;
  - (2) descent procedures to fly below specified minimum altitudes;
- (n) performance:
  - (1) increased bank angles at take-off (for performance class A aeroplanes);

- (2) short landing operations (for performance class A and B aeroplanes);
- (3) steep approach operations (for performance class A and B aeroplanes);
- (o) isolated aerodrome: using an isolated aerodrome as destination aerodrome for operations with aeroplanes;
- (p) approach flight technique:
  - (1) all approaches not flown as stabilised approaches for a particular approach to a particular runway;
  - (2) non-precision approaches not flown with the continuous descent final approach (CDFA) technique for each particular approach/runway combination;
- (q) maximum distance from an adequate aerodrome for two-engined aeroplanes without an extended range operations with two-engined aeroplanes (ETOPS) approval:
  - (1) air operations with two-engined performance class A aeroplanes with a maximum operational passenger seating configuration (MOPSC) of 19 or less and a maximum take-off mass less than 45 360 kg, over a route that contains a point further than 120 minutes from an adequate aerodrome, under standard conditions in still air;
- (r) aircraft categories:
  - (1) Applying a lower landing mass than the maximum certified landing mass for determining the indicated airspeed at threshold (VAT).

#### BCAR.ORO.GEN.135 Renewal of an AOC

- (a) The operator's certificate shall be valid for a period of 12 months;
  - (1) the renewal of operator certificate shall be subject to AMC1 ARO.GEN.310(a)&(d);
  - (2) the certificate not being surrendered or revoked.
- (b) Upon revocation or surrender the certificate shall be returned to BCAA without delay.

#### BCAR.ORO.GEN.140 Access

- (a) For the purpose of determining compliance with the relevant requirements of the applicable regulations, the operator shall grant access at any time to any facility, aircraft, document, records, data, procedures or any other material relevant to its activity subject to certification or SPO authorisation, whether it is contracted or not, to any person authorised by one of the following authorities:
  - (1) BCAA;
  - (2) the authority acting under the provisions of ICAO Annex 6 Part I, II, & III;
- (b) Access to the aircraft mentioned under (a), in the case of CAT, shall include the possibility to enter and remain in the aircraft during flight operations unless otherwise decided by the commander for the flight crew compartment in accordance with CAT.GEN.MPA.135 in the interest of safety.

### BCAR.ORO.GEN.150 Findings

After receipt of notification of findings, the operator shall:

- (a) identify the root cause of the non-compliance;
- (b) define a corrective action plan; and
- (c) demonstrate corrective action implementation to the satisfaction of BCAA within a period agreed with that authority as defined in ARO.GEN.350 (d).

### AMC1 BCAR.ORO.GEN.150(b) Findings

#### GENERAL

The corrective action plan defined by the operator should address the effects of the non-compliance, as well as its root cause.

### GM1 BCAR.ORO.GEN.150 Findings

#### GENERAL

- (a) Preventive action is the action to eliminate the cause of a potential non-compliance or other undesirable potential situation.
- (b) Corrective action is the action to eliminate or mitigate the root cause(s) and prevent recurrence of an existing detected non-compliance or other undesirable condition or situation. Proper determination of the root cause is crucial for defining effective corrective actions to prevent reoccurrence.
- (c) Correction is the action to eliminate a detected non-compliance.

### BCAR.ORO.GEN.155 Immediate reaction to a safety problem

The operator shall implement:

- (a) any safety measures mandated by BCAA in accordance with ARO.GEN.135(c); and
- (b) any relevant mandatory safety information issued by BCAA, including airworthiness directives.

### BCAR.ORO.GEN.160 Occurrence reporting

- (a) The operator shall report to BCAA, and to any other organisation required by BCAA to be informed, any accident, serious incident and occurrence as defined in applicable requirements.
- (b) Without prejudice to point (a) the operator shall report to BCAA and to the organisation responsible for the design of the aircraft any incident, malfunction, technical defect, exceeding of technical limitations, occurrence that would highlight inaccurate, incomplete or ambiguous information contained in data established or other irregular circumstance that has or may have endangered the safe operation of the aircraft and that has not resulted in an accident or serious incident.

- (c) The reports referred in paragraphs (a) and (b) shall be made in a form and manner, established by BCAA and contain all pertinent information about the condition known to the operator.
- (d) Reports shall be made as soon as practicable, but in any case within 72 hours of the operator identifying the condition to which the report relates, unless exceptional circumstances prevent this.
- (e) Where relevant, the operator shall produce a follow-up report to provide details of actions it intends to take to prevent similar occurrences in the future, as soon as these actions have been identified. This report shall be produced in a form and manner established by BCAA.

#### AMC1 BCAR.ORO.GEN.160 Occurrence reporting

##### GENERAL

- (a) The operator should report all occurrences defined in applicable requirements (refer Guidance Material on Occurrence Reporting) in civil aviation.
- (b) In addition to the reports required by the applicable requirements, the operator should report volcanic ash clouds encountered during flight.

#### AMC2 ORO.GEN.160 Occurrence reporting

##### REPORTABLE EVENTS OF PBN OPERATIONS

- (a) A reportable event should be an event that adversely affects the safety of the operation and may be caused by actions or events external to the functioning of the aircraft navigation system.
- (b) Technical defects and the exceedance of technical limitations, including:
  - (1) significant navigation errors attributed to incorrect data or a database coding error;
  - (2) unexpected deviations in lateral/vertical flight path not caused by flight crew input or erroneous operation of equipment;
  - (3) significant misleading information without a failure warning;
  - (4) total loss or multiple navigation equipment failure; and
  - (5) loss of integrity, e.g. RAIM function, whereas integrity was predicted to be available during pre-flight planning, should be considered a reportable event.
- (c) The operator should have in place a system for investigating a reportable event to determine if it is due to an improperly coded procedure or a navigation database error. The operator should initiate corrective actions for such an event

## SECTION 2 - MANAGEMENT

### BCAR.ORO.GEN.200 Management system

- (a) The operator shall establish, implement and maintain a management system that includes:
  - (1) clearly defined lines of responsibility and accountability throughout the operator, including a direct safety accountability of the accountable manager;
  - (2) a description of the overall philosophies and principles of the operator with regard to safety, referred to as the safety policy;
  - (3) the identification of aviation safety hazards entailed by the activities of the operator, their evaluation and the management of associated risks, including taking actions to mitigate the risk and verify their effectiveness;
  - (4) maintaining personnel trained and competent to perform their tasks;
  - (5) documentation of all management system key processes, including a process for making personnel aware of their responsibilities and the procedure for amending this documentation;
  - (6) a function to monitor compliance of the operator with the relevant requirements. Compliance monitoring shall include a feedback system of findings to the accountable manager to ensure effective implementation of corrective actions as necessary; and
  - (7) any additional requirements that are prescribed in the relevant Subparts of this Annex or other applicable Annexes.
- (b) The management system shall correspond to the size of the operator and the nature and complexity of its activities, taking into account the hazards and associated risks inherent in these activities.

### AMC1 BCAR.ORO.GEN.200(a)(1);(2);(3);(5) Management system

#### NON-COMPLEX OPERATORS — GENERAL

- (a) Safety risk management may be performed using hazard checklists or similar risk management tools or processes, which are integrated into the activities of the operator.
- (b) The operator should manage safety risks related to a change. The management of change should be a documented process to identify external and internal change that may have an adverse effect on safety. It should make use of the operator's existing hazard identification, risk assessment and mitigation processes.
- (c) The operator should identify a person who fulfils the role of safety manager and who is responsible for coordinating the safety management system. This person may be the accountable manager or a person with an operational role within the operator.
- (d) Within the operator, responsibilities should be identified for hazard identification, risk assessment and mitigation.
- (e) The safety policy should include a commitment to improve towards the highest safety standards, comply with all applicable legal requirements, meet all applicable standards, consider best practices and provide appropriate resources.

- (f) The operator should, in cooperation with other stakeholders, develop, coordinate and maintain an emergency response plan (ERP) that ensures orderly and safe transition from normal to emergency operations and return to normal operations. The ERP should provide the actions to be taken by the operator or specified individuals in an emergency and reflect the size, nature and complexity of the activities performed by the operator.

**AMC1 BCAR.ORO.GEN.200(a)(1) Management system**

**COMPLEX OPERATORS — ORGANISATION AND ACCOUNTABILITIES**

The management system of an operator should encompass safety by including a safety manager and a safety review board in the organisational structure.

- (a) Safety manager
  - (1) The safety manager should act as the focal point and be responsible for the development, administration and maintenance of an effective safety management system.
  - (2) The functions of the safety manager should be to:
    - (i) facilitate hazard identification, risk analysis and management;
    - (ii) monitor the implementation of actions taken to mitigate risks, as listed in the safety action plan;
    - (iii) provide periodic reports on safety performance;
    - (iv) ensure maintenance of safety management documentation;
    - (v) ensure that there is safety management training available and that it meets acceptable standards;
    - (vi) provide advice on safety matters; and
    - (vii) ensure initiation and follow-up of internal occurrence/accident investigations.
- (b) Safety review board
  - (1) The safety review board should be a high level committee that considers matters of strategic safety in support of the accountable manager's safety accountability.
  - (2) The board should be chaired by the accountable manager and be composed of the heads of functional areas.
  - (3) The safety review board should monitor:
    - (i) safety performance against the safety policy and objectives;
    - (ii) that any safety action is taken in a timely manner; and
    - (iii) the effectiveness of the operator's safety management processes.
- (c) The safety review board should ensure that appropriate resources are allocated to achieve the established safety performance.
- (d) The safety manager or any other relevant person may attend, as appropriate, safety review board meetings. He/she may communicate to the accountable manager all information, as necessary, to allow decision making based on safety data.

**GM1 BCAR.ORO.GEN.200(a)(1) Management system**

**SAFETY MANAGER**

- (a) Depending on the size of the operator and the nature and complexity of its activities, the safety manager may be assisted by additional safety personnel for the performance of all safety management related tasks.
- (b) Regardless of the organisational set-up it is important that the safety manager remains the unique focal point as regards the development, administration and maintenance of the operator's safety management system.

**GM2 BCAR.ORO.GEN.200(a)(1) Management system**

**COMPLEX OPERATORS — SAFETY ACTION GROUP**

- (a) A safety action group may be established as a standing group or as an ad-hoc group to assist or act on behalf of the safety review board.
- (b) More than one safety action group may be established depending on the scope of the task and specific expertise required.
- (c) The safety action group should report to and take strategic direction from the safety review board and should be comprised of managers, supervisors and personnel from operational areas.
- (d) The safety action group should:
  - (1) monitor operational safety;
  - (2) resolve identified risks;
  - (3) assess the impact on safety of operational changes; and
  - (4) ensure that safety actions are implemented within agreed timescales.
- (e) The safety action group should review the effectiveness of previous safety recommendations and safety promotion.

**AMC1 BCAR.ORO.GEN.200(a)(2) Management system**

**COMPLEX OPERATORS — SAFETY POLICY**

- (a) The safety policy should:
  - (1) be endorsed by the accountable manager;
  - (2) reflect organisational commitments regarding safety and its proactive and systematic management;
  - (3) be communicated, with visible endorsement, throughout the operator; and
  - (4) include safety reporting principles.
- (b) The safety policy should include a commitment:
  - (1) to improve towards the highest safety standards;



- (2) to comply with all applicable legislation, meet all applicable standards and consider best practices;
  - (3) to provide appropriate resources;
  - (4) to enforce safety as one primary responsibility of all managers; and
  - (5) not to blame someone for reporting something which would not have been otherwise detected.
- (c) Senior management should:
- (1) continually promote the safety policy to all personnel and demonstrate their commitment to it;
  - (2) provide necessary human and financial resources for its implementation; and
  - (3) establish safety objectives and performance standards.

#### GM1 BCAR.ORO.GEN.200(a)(2) Management system

##### SAFETY POLICY

The safety policy is the means whereby the operator states its intention to maintain and, where practicable, improve safety levels in all its activities and to minimise its contribution to the risk of an aircraft accident as far as is reasonably practicable.

The safety policy should state that the purpose of safety reporting and internal investigations is to improve safety, not to apportion blame to individuals.

#### AMC1 BCAR.ORO.GEN.200(a)(3) Management system

##### COMPLEX OPERATORS — SAFETY RISK MANAGEMENT

- (a) Hazard identification processes
- (1) Reactive and proactive schemes for hazard identification should be the formal means of collecting, recording, analysing, acting on and generating feedback about hazards and the associated risks that affect the safety of the operational activities of the operator.
  - (2) All reporting systems, including confidential reporting schemes, should include an effective feedback process.
- (b) Risk assessment and mitigation processes
- (1) A formal risk management process should be developed and maintained that ensures analysis (in terms of likelihood and severity of occurrence), assessment (in terms of tolerability) and control (in terms of mitigation) of risks to an acceptable level.
  - (2) The levels of management who have the authority to make decisions regarding the tolerability of safety risks, in accordance with (b)(1), should be specified.
- (c) Internal safety investigation
- (1) The scope of internal safety investigations should extend beyond the scope of occurrences required to be reported to the competent authority.

(d) Safety performance monitoring and measurement

- (1) Safety performance monitoring and measurement should be the process by which the safety performance of the operator is verified in comparison to the safety policy and objectives.
- (2) This process should include:
  - (i) safety reporting, addressing also the status of compliance with the applicable requirements;
  - (ii) safety studies, that is, rather large analyses encompassing broad safety concerns;
  - (iii) safety reviews including trends reviews, which would be conducted during introduction and deployment of new technologies, change or implementation of procedures, or in situations of structural change in operations;
  - (iv) safety audits focussing on the integrity of the operator's management system, and periodically assessing the status of safety risk controls; and
  - (v) safety surveys, examining particular elements or procedures of a specific operation, such as problem areas or bottlenecks in daily operations, perceptions and opinions of operational personnel and areas of dissent or confusion.

(e) The management of change

The operator should manage safety risks related to a change. The management of change should be a documented process to identify external and internal change that may have an adverse effect on safety. It should make use of the operator's existing hazard identification, risk assessment and mitigation processes.

(f) Continuous improvement

The operator should continuously seek to improve its safety performance. Continuous improvement should be achieved through:

- (1) proactive and reactive evaluations of facilities, equipment, documentation and procedures through safety audits and surveys;
- (2) proactive evaluation of individuals' performance to verify the fulfilment of their safety responsibilities; and
- (3) reactive evaluations in order to verify the effectiveness of the system for control and mitigation of risk.

(g) The emergency response plan (ERP)

- (1) An ERP should be established that provides the actions to be taken by the operator or specified individuals in an emergency. The ERP should reflect the size, nature and complexity of the activities performed by the operator.
- (2) The ERP should ensure:
  - (i) an orderly and safe transition from normal to emergency operations;
  - (ii) safe continuation of operations or return to normal operations as soon as practicable; and
  - (iii) coordination with the emergency response plans of other organisations, where appropriate.

**GM1 BCAR.ORO.GEN.200(a)(3) Management system**

**INTERNAL OCCURRENCE REPORTING SCHEME**

- (a) The overall purpose of the scheme is to use reported information to improve the level of safety performance of the operator and not to attribute blame.
- (b) The objectives of the scheme are to:
  - (1) enable an assessment to be made of the safety implications of each relevant incident and accident, including previous similar occurrences, so that any necessary action can be initiated; and
  - (2) ensure that knowledge of relevant incidents and accidents is disseminated, so that other persons and operators may learn from them.
- (c) The scheme is an essential part of the overall monitoring function and it is complementary to the normal day-to-day procedures and 'control' systems and is not intended to duplicate or supersede any of them. The scheme is a tool to identify those instances where routine procedures have failed.
- (d) All occurrence reports judged reportable by the person submitting the report should be retained as the significance of such reports may only become obvious at a later date.

**GM2 BCAR.ORO.GEN.200(a)(3) Management system**

**RISK MANAGEMENT OF FLIGHT OPERATIONS WITH KNOWN OR FORECAST VOLCANIC ASH CONTAMINATION**

- (a) Responsibilities

The operator is responsible for the safety of its operations, including within an area with known or forecast volcanic ash contamination.

The operator should complete this assessment of safety risks related to known or forecast volcanic ash contamination as part of its management system before initiating operations into airspace forecast to be or aerodromes/operating sites known to be contaminated with volcanic ash.

This process is intended to ensure the operator takes account of the likely accuracy and quality of the information sources it uses in its management system and to demonstrate its own competence and capability to interpret data from different sources in order to achieve the necessary level of data integrity reliably and correctly resolve any conflicts among data sources that may arise.

In order to decide whether or not to operate into airspace forecast to be or aerodromes/operating sites known to be contaminated with volcanic ash, the operator should make use of the safety risk assessment within its management system, as required by BCAR.ORO.GEN.200.

The operator's safety risk assessment should take into account all relevant data including data from the type certificate holders (TCHs) regarding the susceptibility of the aircraft they operate to volcanic cloud-related airworthiness effects, the nature and severity of these effects and the related pre-flight, in-flight and post-flight precautions to be observed by the operator.

The operator should ensure that personnel required to be familiar with the details of the safety risk assessments receives all relevant information (both pre-flight and in-flight) in order to be in a position to apply appropriate mitigation measures as specified by the safety risk assessments.

(b) Procedures

The operator should have documented procedures for the management of operations into airspace forecast to be or aerodromes/operating sites known to be contaminated with volcanic ash.

These procedures should ensure that, at all times, flight operations remain within the accepted safety boundaries as established through the management system allowing for any variations in information sources, equipment, operational experience or organisation. Procedures should include those for flight crew, flight planners, dispatchers, operations, continuing airworthiness personnel such that they are in a position to evaluate correctly the risk of flights into airspace forecast to be contaminated by volcanic ash and to plan accordingly.

Continuing airworthiness personnel should be provided with procedures allowing them to correctly assess the need for and to execute relevant continuing airworthiness interventions.

The operator should retain sufficient qualified and competent staff to generate well supported operational risk management decisions and ensure that its staff are appropriately trained and current. It is recommended that the operator make the necessary arrangements for its relevant staff to take up opportunities to be involved in volcanic ash exercises conducted in their areas of operation.

(c) Volcanic activity information and operator's potential response

Before and during operations, information valuable to the operator is generated by various volcano agencies worldwide. The operator's risk assessment and mitigating actions need to take account of, and respond appropriately to, the information likely to be available during each phase of the eruptive sequence from pre-eruption through to end of eruptive activity. It is nevertheless noted that eruptions rarely follow a deterministic pattern of behaviour. A typical operator's response may consist of the following:

(1) Pre-eruption

The operator should have in place a robust mechanism for ensuring that it is constantly vigilant for any alerts of pre-eruption volcanic activity relevant to its operations. The staff involved need to understand the threat to safe operations that such alerts represent.

An operator whose routes traverse large, active volcanic areas for which immediate International Airways Volcano Watch (IAVW) alerts may not be available, should define its strategy for capturing information about increased volcanic activity before pre-eruption alerts are generated. For example, an operator may combine elevated activity information with information concerning the profile and history of the volcano to determine an operating policy, which could include re-routing or restrictions at night. This would be useful when dealing with the 60% of volcanoes which are unmonitored.

Such an operator should also ensure that its crews are aware that they may be the first to observe an eruption and so need to be vigilant and ready to ensure that this information is made available for wider dissemination as quickly as possible.

(2) Start of an eruption

Given the likely uncertainty regarding the status of the eruption during the early stages of an event and regarding the associated volcanic cloud, the operator's procedures should include a requirement for crews to initiate re-routes to avoid the affected airspace.

The operator should ensure that flights are planned to remain clear of the affected areas and that consideration is given to available aerodromes/operating sites and fuel requirements.

It is expected that the following initial actions will be taken by the operator:

- (i) determine if any aircraft in flight could be affected, alert the crew and provide advice on re-routing and available aerodromes/operating sites as required;
- (ii) alert management;
- (iii) for flight departures, brief flight crew and revise flight and fuel planning in accordance with the safety risk assessment;
- (iv) alert flight crew and operations staff to the need for increased monitoring of information (e.g. special air report (AIREP), volcanic activity report (VAR), significant weather information (SIGMET), NOTAMs and company messages);
- (v) initiate the gathering of all data relevant to determining the risk; and
- (vi) apply mitigations identified in the safety risk assessment.

(3) On-going eruption

As the eruptive event develops, the operator can expect the responsible Volcanic Ash Advisory Centre (VAAC) to provide volcanic ash advisory messages (VAA/VAGs) defining, as accurately as possible, the vertical and horizontal extent of areas and layers of volcanic clouds. As a minimum, the operator should monitor, and take account of, this VAAC information as well as of relevant SIGMETs and NOTAMs.

Other sources of information are likely to be available such as VAR/AIREPs, satellite imagery and a range of other information from State and commercial organisations. The operator should plan its operations in accordance with its safety risk assessment taking into account the information that it considers accurate and relevant from these additional sources.

The operator should carefully consider and resolve differences or conflicts among the information sources, notably between published information and observations (pilot reports, airborne measurements, etc.).

Given the dynamic nature of the volcanic hazards, the operator should ensure that the situation is monitored closely and operations adjusted to suit changing conditions.

The operator should be aware that the affected or danger areas may be established and presented in a different way than the one currently used in Europe, as described in EUR Doc 019-NAT Doc 006.

The operator should require reports from its crews concerning any encounters with volcanic emissions. These reports should be passed immediately to the appropriate air traffic services (ATS) unit and to the operator's competent authority.

For the purpose of flight planning, the operator should treat the horizontal and vertical limits of the temporary danger area (TDA) or airspace forecast to be contaminated by volcanic ash as applicable, to be overflowed as it would mountainous terrain, modified in accordance with its safety risk assessment. The operator should take account of the risk of cabin depressurisation or engine failure resulting in the inability to maintain level flight above a volcanic cloud, especially when conducting ETOPS operations. Additionally, minimum equipment list (MEL) provisions should be considered in consultation with the TCHs.

Flying below volcanic ash contaminated airspace should be considered on a case-by-case basis. It should only be planned to reach or leave an aerodrome/operating site close to the boundary of this airspace or where the ash contamination is very high and stable. The establishment of Minimum Sector Altitude (MSA) and the availability of aerodromes/operating sites should be considered.

(d) Safety risk assessment

When directed specifically at the issue of intended flight into airspace forecast to be or aerodromes/operating sites known to be contaminated with volcanic ash, the process should involve the following:

(1) Identifying the hazards

The generic hazard, in the context of this document, is airspace forecast to be or aerodromes/operating sites known to be contaminated with volcanic ash, and whose characteristics are harmful to the airworthiness and operation of the aircraft.

This GM is referring to volcanic ash contamination since it is the most significant hazard for flight operations in the context of a volcanic eruption. Nevertheless, it might not be the only hazard and therefore the operator should consider additional hazards which could have an adverse effect on aircraft structure or passengers safety such as gases.

Within this generic hazard, the operator should develop its own list of specific hazards taking into account its specific aircraft, experience, knowledge and type of operation, and any other relevant data stemming from previous eruptions.

(2) Considering the severity and consequences of the hazard occurring (i.e. the nature and actual level of damage expected to be inflicted on the particular aircraft from exposure to that volcanic ash cloud).

(3) Evaluating the likelihood of encountering volcanic ash clouds with characteristics harmful to the safe operation of the aircraft.

For each specific hazard within the generic hazard, the likelihood of adverse consequences should be assessed, either qualitatively or quantitatively.

(4) Determining whether the consequent risk is acceptable and within the operator's risk performance criteria.

At this stage of the process, the safety risks should be classified as acceptable or unacceptable. The assessment of tolerability will be subjective, based on qualitative data and expert judgement, until specific quantitative data are available in respect of a range of parameters.

- (5) Taking action to reduce the safety risk to a level that is acceptable to the operator's management.

Appropriate mitigation for each unacceptable risk identified should then be considered in order to reduce the risk to a level acceptable to the operator's management.

- (e) Procedures to be considered when identifying possible mitigations actions

When conducting a volcanic ash safety risk assessment, the operator should consider the following non-exhaustive list of procedures and processes as mitigation:

- (1) Type certificate holders

Obtaining advice from the TCHs and other engineering sources concerning operations in potentially contaminated airspace and/or aerodromes/operating sites contaminated by volcanic ash.

This advice should set out:

- (i) the features of the aircraft that are susceptible to airworthiness effects related to volcanic ash;
- (ii) the nature and severity of these effects;
- (iii) the effect of volcanic ash on operations to/from contaminated aerodromes/operating sites, including the effect on take-off and landing aircraft performance;
- (iv) the related pre-flight, in-flight and post-flight precautions to be observed by the operator including any necessary amendments to aircraft operating manuals, aircraft maintenance manuals, master minimum equipment list/dispatch deviation or equivalents; and
- (v) the recommended inspections associated with operations in volcanic ash potentially contaminated airspace and operations to/from volcanic ash contaminated aerodromes/operating sites; this may take the form of instructions for continuing airworthiness or other advice.

- (2) Operator/contracted organisations' personnel

Definition of procedures for flight planning, operations, engineering and maintenance ensuring that:

- (i) personnel responsible for flight planning are in a position to evaluate correctly the risk of encountering volcanic ash contaminated airspace, or aerodromes/operating sites, and can plan accordingly;
- (ii) flight planning and operational procedures enable crews to avoid areas and aerodromes/operating sites with unacceptable volcanic ash contamination;
- (iii) flight crew are aware of the possible signs of entry into a volcanic ash cloud and execute the associated procedures;
- (iv) continuing airworthiness personnel are able to assess the need for and to execute any necessary maintenance or other required interventions; and
- (v) crews are provided with appropriate aircraft performance data when operating to/from aerodromes/operating sites contaminated with volcanic ash.

(3) Provision of enhanced flight watch

This should ensure:

- (i) close and continuous monitoring of VAA, VAR/AIREP, SIGMET, NOTAM, ASHTAM and other relevant information, and information from crews, concerning the volcanic ash cloud hazard;
- (ii) access to plots of the affected areas from SIGMETs, NOTAMs and relevant company information for crews and personnel responsible for the management and supervision of the flight operations; and
- (iii) communication of the latest information to crews and personnel responsible for the management and supervision of the flight operations in a timely fashion.

(4) Flight planning

Flexibility of the process to allow re-planning at short notice should conditions change.

(5) Departure, destination and alternate aerodromes

For the airspace to be traversed, or the aerodromes/operating sites in use, parameters to evaluate and take account of:

- (i) the probability of contamination;
- (ii) any additional aircraft performance requirements;
- (iii) required maintenance considerations;
- (iv) fuel requirements for re-routing and extended holding.

(6) Routing policy

Parameters to evaluate and take account of:

- (i) the shortest period in and over the forecast contaminated area;
- (ii) the hazards associated with flying over the contaminated area;
- (iii) drift down and emergency descent considerations;
- (iv) the policy for flying below the contaminated airspace and the associated hazards.

(7) Diversion policy

Parameters to evaluate and take account of:

- (i) maximum allowed distance from a suitable aerodrome/operating site;
- (ii) availability of aerodromes/operating sites outside the forecast contaminated area;
- (iii) diversion policy after a volcanic ash encounter.

(8) Minimum equipment list (MEL)

Additional provisions in the MEL for dispatching aircraft with unserviceabilities that might affect the following non-exhaustive list of systems:

- (i) air conditioning packs;



- (ii) engine bleeds;
  - (iii) pressurisation system;
  - (iv) electrical power distribution system;
  - (v) air data system;
  - (vi) standby instruments;
  - (vii) navigation systems;
  - (viii) de-icing systems;
  - (ix) engine-driven generators;
  - (x) auxiliary power unit (APU);
  - (xi) airborne collision avoidance system (ACAS);
  - (xii) terrain awareness warning system (TAWS);
  - (xiii) autoland systems;
  - (xiv) provision of crew oxygen;
  - (xv) supplemental oxygen for passengers.
- (9) Standard operating procedures
- Crew training to ensure they are familiar with normal and abnormal operating procedures and particularly any changes regarding but not limited to:
- (i) pre-flight planning;
  - (ii) in-flight monitoring of volcanic ash cloud affected areas and avoidance procedures;
  - (iii) diversion;
  - (iv) communications with ATC;
  - (v) in-flight monitoring of engine and systems potentially affected by volcanic ash cloud contamination;
  - (vi) recognition and detection of volcanic ash clouds and reporting procedures;
  - (vii) in-flight indications of a volcanic ash cloud encounter;
  - (viii) procedures to be followed if a volcanic ash cloud is encountered;
  - (ix) unreliable or erroneous airspeed;
  - (x) non-normal procedures for engines and systems potentially affected by volcanic ash cloud contamination;
  - (xi) engine-out and engine relight;
  - (xii) escape routes; and
  - (xiii) operations to/from aerodromes/operating sites contaminated with volcanic ash.
- (10) Provision for aircraft technical log
- This should ensure:
- (i) systematic entry in the aircraft technical log related to any actual or suspected volcanic ash encounter whether in-flight or at an aerodrome/operating site; and

- (ii) checking, prior to flight, of the completion of maintenance actions related to an entry in the aircraft technical log for a volcanic ash cloud encounter on a previous flight.
- (11) Incident reporting  
Crew requirements for:
  - (i) reporting an airborne volcanic ash cloud encounter (VAR);
  - (ii) post-flight volcanic ash cloud reporting (VAR);
  - (iii) reporting non-encounters in airspace forecast to be contaminated; and
  - (iv) filing a mandatory occurrence report in accordance with BCAR.ORO.GEN.160.
- (12) Continuing airworthiness procedures  
Procedures when operating in or near areas of volcanic ash cloud contamination:
  - (i) enhancement of vigilance during inspections and regular maintenance and appropriate adjustments to maintenance practices;
  - (ii) definition of a follow-up procedure when a volcanic ash cloud encounter has been reported or suspected;
  - (iii) thorough investigation for any sign of unusual or accelerated abrasions or corrosion or of volcanic ash accumulation;
  - (iv) reporting to TCHs and the relevant authorities observations and experiences from operations in areas of volcanic ash cloud contamination;
  - (v) completion of any additional maintenance recommended by the TCH or by the Competent Authority.
- (f) Reporting  
The operator should ensure that reports are immediately submitted to the nearest ATS unit using the VAR/AIREP procedures followed up by a more detailed VAR on landing together with, as applicable, a report, as defined in Civil Aviation Act of Bhutan 2016 and an aircraft technical log entry for:
  - (1) any incident related to volcanic clouds;
  - (2) any observation of volcanic ash activity; and
  - (3) any time that volcanic ash is not encountered in an area where it was forecast to be.
- (g) References  
Further guidance on volcanic ash safety risk assessment is given in ICAO Doc. 9974 (Flight safety and volcanic ash — Risk management of flight operations with known or forecast volcanic ash contamination).

**GM3 BCAR.ORO.GEN.200(a)(3) Management system**

**SAFETY RISK ASSESSMENT — RISK REGISTER**

The results of the assessment of the potential adverse consequences or outcome of each hazard may be recorded by the operator in a risk register, an example of which is provided below.

Hazard		Incident Sequence Description	Existing Controls	Outcome (Pre-Mitigation)			Additional Mitigation required	Outcome (Post-Mitigation)			Actions and Owners	Monitoring and Review Requirements
No.	Description			Severity	Likelihood	Risk		Severity	Likelihood	Risk		

**AMC1 BCAR.ORO.GEN.200(a)(4) Management system**

**TRAINING AND COMMUNICATION ON SAFETY**

- (a) Training
  - (1) All personnel should receive safety training as appropriate for their safety responsibilities.
  - (2) Adequate records of all safety training provided should be kept.
- (b) Communication
  - (1) The operator should establish communication about safety matters that:
    - (i) ensures that all personnel are aware of the safety management activities as appropriate for their safety responsibilities;
    - (ii) conveys safety critical information, especially relating to assessed risks and analysed hazards;
    - (iii) explains why particular actions are taken; and
    - (iv) explains why safety procedures are introduced or changed.
  - (2) Regular meetings with personnel where information, actions and procedures are discussed may be used to communicate safety matters.

**GM1 BCAR.ORO.GEN.200(a)(4) Management system**

**TRAINING AND COMMUNICATION ON SAFETY**

The safety training programme may consist of self-instruction via the media (newsletters, flight safety magazines), classroom training, e-learning or similar training provided by training service providers.

**AMC1 BCAR.ORO.GEN.200(a)(5) Management system**

**MANAGEMENT SYSTEM DOCUMENTATION — GENERAL**

- (a) The operator's management system documentation should at least include the following information:
  - (1) a statement signed by the accountable manager to confirm that the operator will continuously work in accordance with the applicable requirements and the operator's documentation, as required by this Annex;
  - (2) the operator's scope of activities;
  - (3) the titles and names of persons referred to in BCAR.ORO.GEN.210 (a) and (b);
  - (4) an operator chart showing the lines of responsibility between the persons referred to in BCAR.ORO.GEN.210;
  - (5) a general description and location of the facilities referred to in BCAR.ORO.GEN.215;
  - (6) procedures specifying how the operator ensures compliance with the applicable requirements;
  - (7) the amendment procedure for the operator's management system documentation.

- (b) The operator's management system documentation may be included in a separate manual or in (one of) the manual(s), as required by the applicable subpart(s). A cross-reference should be included.

**AMC2 BCAR.ORO.GEN.200(a)(5) Management system**

**COMPLEX OPERATORS — SAFETY MANAGEMENT MANUAL**

- (a) The safety management manual (SMM) should be the key instrument for communicating the approach to safety for the whole of the operator. The SMM should document all aspects of safety management, including the safety policy, objectives, procedures and individual safety responsibilities.
- (b) The contents of the safety management manual should include all of the following:
  - (1) scope of the safety management system;
  - (2) safety policy and objectives;
  - (3) safety accountability of the accountable manager;
  - (4) safety responsibilities of key safety personnel;
  - (5) documentation control procedures;
  - (6) hazard identification and risk management schemes;
  - (7) safety action planning;
  - (8) safety performance monitoring;
  - (9) incident investigation and reporting;
  - (10) emergency response planning;
  - (11) management of change (including organisational changes with regard to safety responsibilities);
  - (12) safety promotion.
- (c) The SMM may be contained in (one of) the manual(s) of the operator.

**GM1 BCAR.ORO.GEN.200(a)(5) Management system**

**MANAGEMENT SYSTEM DOCUMENTATION — GENERAL**

- (a) It is not required to duplicate information in several manuals. The information may be contained in any of the operator manuals (e.g. operations manual, training manual), which may also be combined.
- (b) The operator may also choose to document some of the information required to be documented in separate documents (e.g. procedures). In this case, it should ensure that manuals contain adequate references to any document kept separately. Any such documents are then to be considered an integral part of the operator's management system documentation.

AMC1 BCAR.ORO.GEN.200(a)(6) Management system

**COMPLIANCE MONITORING — GENERAL**

(a) Compliance monitoring

The implementation and use of a compliance monitoring function should enable the operator to monitor compliance with the relevant requirements of this Annex and other applicable Annexes.

- (1) The operator should specify the basic structure of the compliance monitoring function applicable to the activities conducted.
- (2) The compliance monitoring function should be structured according to the size of the operator and the complexity of the activities to be monitored.

(b) Organisations should monitor compliance with the procedures they have designed to ensure safe activities. In doing so, they should as a minimum, and where appropriate, monitor compliance with:

- (1) privileges of the operator;
- (2) manuals, logs, and records;
- (3) training standards;
- (4) management system procedures and manuals.

(c) Organisational set up

- (1) To ensure that the operator continues to meet the requirements of this Part and other applicable Parts, the accountable manager should designate a compliance monitoring manager. The role of the compliance monitoring manager is to ensure that the activities of the operator are monitored for compliance with the applicable regulatory requirements, and any additional requirements as established by the operator, and that these activities are carried out properly under the supervision of the relevant head of functional area.
- (2) The compliance monitoring manager should be responsible for ensuring that the compliance monitoring programme is properly implemented, maintained and continually reviewed and improved.
- (3) The compliance monitoring manager should:
  - (i) have direct access to the accountable manager;
  - (ii) not be one of the other persons referred to in BCAR.ORO.GEN.210 (b);
  - (iii) be able to demonstrate relevant knowledge, background and appropriate experience related to the activities of the operator, including knowledge and experience in compliance monitoring; and
  - (iv) have access to all parts of the operator, and as necessary, any contracted operator.
- (4) In the case of a non-complex operator, this task may be exercised by the accountable manager provided he/she has demonstrated having the related competence as defined in (c)(3)(iii).
- (5) In the case the same person acts as compliance monitoring manager and as safety manager, the accountable manager, with regards to his/her direct accountability for

safety, should ensure that sufficient resources are allocated to both functions, taking into account the size of the operator and the nature and complexity of its activities.

- (6) The independence of the compliance monitoring function should be established by ensuring that audits and inspections are carried out by personnel not responsible for the function, procedure or products being audited.
- (d) Compliance monitoring documentation
- (1) Relevant documentation should include the relevant part(s) of the operator's management system documentation.
  - (2) In addition, relevant documentation should also include the following:
    - (i) terminology;
    - (ii) specified activity standards;
    - (iii) a description of the operator;
    - (iv) the allocation of duties and responsibilities;
    - (v) procedures to ensure regulatory compliance;
    - (vi) the compliance monitoring programme, reflecting:
      - (A) schedule of the monitoring programme;
      - (B) audit procedures;
      - (C) reporting procedures;
      - (D) follow-up and corrective action procedures; and
      - (E) recording system.
    - (vii) the training syllabus referred to in (e)(2);
    - (viii) document control.
- (e) Training
- (1) Correct and thorough training is essential to optimise compliance in every operator. In order to achieve significant outcome of such training, the operator should ensure that all personnel understand the objectives as laid down in the operator's management system documentation.
  - (2) Those responsible for managing the compliance monitoring function should receive training on this task. Such training should cover the requirements of compliance monitoring, manuals and procedures related to the task, audit techniques, reporting and recording.
  - (3) Time should be provided to train all personnel involved in compliance management and for briefing the remainder of the personnel.
  - (4) The allocation of time and resources should be governed by the volume and complexity of the activities concerned.

**GM1 BCAR.ORO.GEN.200(a)(6) Management system**

**COMPLIANCE MONITORING — GENERAL**

- (a) The organisational set-up of the compliance monitoring function should reflect the size of the operator and the nature and complexity of its activities. The compliance monitoring manager may perform all audits and inspections himself/herself or appoint one or more auditors by choosing personnel having the related competence as defined in AMC1 BCAR.ORO.GEN.200(a)(6) point (c)(3)(iii), either from, within or outside the operator.
- (b) Regardless of the option chosen it must be ensured that the independence of the audit function is not affected, in particular in cases where those performing the audit or inspection are also responsible for other functions for the operator.
- (c) In case external personnel are used to perform compliance audits or inspections:
  - (1) any such audits or inspections are performed under the responsibility of the compliance monitoring manager; and
  - (2) the operator remains responsible to ensure that the external personnel has relevant knowledge, background and experience as appropriate to the activities being audited or inspected; including knowledge and experience in compliance monitoring.
- (d) The operator retains the ultimate responsibility for the effectiveness of the compliance monitoring function, in particular for the effective implementation and follow-up of all corrective actions.

**GM2 BCAR.ORO.GEN.200(a)(6) Management system**

**COMPLEX OPERATORS — COMPLIANCE MONITORING PROGRAMME**

- (a) Typical subject areas for compliance monitoring audits and inspections for operators should be, as applicable:
  - (1) actual flight operations;
  - (2) ground de-icing/anti-icing;
  - (3) flight support services;
  - (4) load control;
  - (5) technical standards.
- (b) Operators should monitor compliance with the operational procedures they have designed to ensure safe operations, airworthy aircraft and the serviceability of both operational and safety equipment. In doing so, they should, where appropriate, additionally monitor the following:
  - (1) operational procedures;
  - (2) flight safety procedures;
  - (3) operational control and supervision;
  - (4) aircraft performance;
  - (5) all weather operations;
  - (6) communications and navigational equipment and practices;
  - (7) mass, balance and aircraft loading;



- (8) instruments and safety equipment;
- (9) ground operations;
- (10) flight and duty time limitations, rest requirements, and scheduling;
- (11) aircraft maintenance/operations interface;
- (12) use of the MEL;
- (13) flight crew;
- (14) cabin crew;
- (15) dangerous goods;
- (16) security.

**GM3 BCAR.ORO.GEN.200(a)(6) Management system**

**NON-COMPLEX OPERATORS — COMPLIANCE MONITORING**

(a) Compliance monitoring audits and inspections may be documented on a 'Compliance Monitoring Checklist', and any findings recorded in a 'Non-compliance Report'. The following documents may be used for this purpose.

COMPLIANCE MONITORING CHECKLIST			
Year:			
Subject	Date checked	Checked by	Comments/Non-compliance Report No.
<b>Flight Operations</b>			
Aircraft checklists checked for accuracy and validity			
Minimum five flight plans checked and verified for proper and correct information			
Flight planning facilities checked for updated manuals, documents and access to relevant flight information			
Incident reports evaluated and reported to the appropriate competent authority			
<b>Ground Handling</b>			
Contracts with ground handling organisations established and valid, if applicable			
Instructions regarding fuelling and de-icing issued, if applicable			

Instructions regarding dangerous goods issued and known by all relevant personnel, if applicable			
<b>Mass &amp; Balance</b>			
Min. five load sheets checked and verified for proper and correct information, if applicable			
Aircraft fleet checked for valid weight check, if applicable			
Minimum one check per aircraft of correct loading and distribution, if applicable			
<b>Training</b>			
Training records updated and accurate			
All pilot licenses checked for currency, correct ratings and valid medical check			
All pilots received recurrent training			
Training facilities & Instructors approved			
All pilots received daily inspection (DI) training			
<b>Documentation</b>			
All issues of operations manual (OM) checked for correct amendment status			
AOC checked for validity and appropriate operations specifications, if applicable			
Aviation requirements applicable and updated			
Crew flight and duty time record updated, if applicable			
Flight documents record checked and updated			
Compliance monitoring records checked and updated			

— NON-COMPLIANCE REPORT — No:		
To Compliance Monitoring Manager	Reported by:	Date:
Category Flight Operations <input type="checkbox"/> Ground Handling <input type="checkbox"/> Mass & Balance <input type="checkbox"/> Training <input type="checkbox"/> Documentation <input type="checkbox"/> Other <input type="checkbox"/>		
Description:		Reference:
Level of finding:		
Root-cause of non-compliance:		
Suggested correction:		
Compliance	Monitoring	Manager:
<input type="checkbox"/> Corrective action required	<input type="checkbox"/> Corrective action not required	
Responsible Person:		Time limitation:
Corrective action:		Reference:
Signature Responsible Person:		Date:
Compliance Monitoring Manager		
<input type="checkbox"/> Correction and corrective action verified		<input type="checkbox"/> Report Closed
Signature Compliance Monitoring Manager:		Date:

**GM4 BCAR.ORO.GEN.200(a)(6) Management system**

**AUDIT AND INSPECTION**

(a) ‘Audit’ means a systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which requirements are complied with.

- (b) 'Inspection' means an independent documented conformity evaluation by observation and judgement accompanied as appropriate by measurement, testing or gauging, in order to verify compliance with applicable requirements.

#### AMC1 BCAR.ORO.GEN.200(b) Management system

##### SIZE, NATURE AND COMPLEXITY OF THE ACTIVITY

- (a) An operator should be considered as complex when it has a workforce of more than 20 full time equivalents (FTEs) involved in the activity.
- (b) Operators with up to 20 FTEs involved in the activity subject to Civil Aviation Act of Bhutan 2016 and its regulations may also be considered complex based on an assessment of the following factors:
  - (1) in terms of complexity, the extent and scope of contracted activities subject to the approval;
  - (2) in terms of risk criteria, whether any of the following are present:
    - (i) operations requiring the following specific approvals: performance-based navigation (PBN), low visibility operation (LVO), extended range operations with two-engined aeroplanes (ETOPS), helicopter hoist operation (HHO), helicopter emergency medical service (HEMS) and dangerous goods (DG);
    - (ii) commercial specialised operations requiring an authorisation;
    - (iii) different types of aircraft used;
  - (iv) the environment (offshore, mountainous area, etc.).

#### BCAR.ORO.GEN.205 Contracted activities

- (a) The operator shall ensure that when contracting or purchasing any part of its activity, contracted or purchased service or product conforms to the applicable requirements.
- (b) When the certified operator or the SPO authorisation holder contracts any part of its activity to an organisation that is not itself certified or authorised in accordance with this Part to carry out such activity, the contracted organisation shall work under the approval of the operator. The contracting organisation shall ensure that BCAA is given access to the contracted organisation, to determine continued compliance with the applicable requirements.

#### AMC1 BCAR.ORO.GEN.205 Contracted activities

##### RESPONSIBILITY WHEN CONTRACTING ACTIVITIES

- (a) The operator may decide to contract certain activities to external organisations.
- (b) A written agreement should exist between the operator and the contracted organisation clearly defining the contracted activities and the applicable requirements.

- (c) The contracted safety-related activities relevant to the agreement should be included in the operator's safety management and compliance monitoring programmes.
- (d) The operator should ensure that the contracted organisation has the necessary authorisation or approval when required, and commands the resources and competence to undertake the task.

#### GM1 BCAR.ORO.GEN.205 Contracted activities

##### CONTRACTING — GENERAL

- (a) Operators may decide to contract certain activities to external organisations for the provision of services related to areas such as:
  - (1) ground de-icing/anti-icing;
  - (2) ground handling;
  - (3) flight support (including performance calculations, flight planning, navigation database and dispatch);
  - (4) training; and
  - (5) manual preparation.
- (b) Contracted activities include all activities within the operator's scope of approval that are performed by another organisation either itself certified or authorised to carry out such activity or if not certified or authorised, working under the operator's approval.
- (c) The ultimate responsibility for the product or service provided by external organisations should always remain with the operator.

#### GM2 BCAR.ORO.GEN.205 Contracted activities

##### RESPONSIBILITY WHEN CONTRACTING ACTIVITIES

- (a) Regardless of the approval status of the contracted organisation, the contracting operator is responsible for ensuring that all contracted activities are subject to hazard identification and risk management, as required by BCAR.ORO.GEN.200 (a)(3), and to compliance monitoring, as required by BCAR.ORO.GEN.200 (a)(6).
- (b) When the contracted organisation is itself certified or authorised to carry out the contracted activities, the operator's compliance monitoring should at least check that the approval effectively covers the contracted activities and that it is still valid.

#### BCAR.ORO.GEN.210 Personnel requirements

- (a) The operator shall appoint an accountable manager, who has the authority for ensuring that all activities can be financed and carried out in accordance with the applicable requirements. The accountable manager shall be responsible for establishing and maintaining an effective management system.
- (b) A person or group of persons shall be nominated by the operator, with the responsibility of ensuring that the operator remains in compliance with the applicable requirements. Such person(s) shall be ultimately responsible to the accountable manager.

- (c) The operator shall have sufficient qualified personnel for the planned tasks and activities to be performed in accordance with the applicable requirements.
- (d) The operator shall maintain appropriate experience, qualifications and training records to show compliance with point (c).
- (e) The operator shall ensure that all personnel are aware of the rules and procedures relevant to the exercise of their duties.

#### BCAR.ORO.GEN.215 Facility requirements

The operator shall have facilities allowing the performance and management of all planned tasks and activities in accordance with the applicable requirements.

#### BCAR.ORO.GEN.220 Record-keeping

- (a) The operator shall establish a system of record-keeping that allows adequate storage and reliable traceability of all activities developed, covering in particular all the elements indicated in BCAR.ORO.GEN.200.
- (b) The format of the records shall be specified in the operator's procedures.
- (c) Records shall be stored in a manner that ensures protection from damage, alteration and theft.

#### AMC1 BCAR.ORO.GEN.220(b) Record-keeping

##### GENERAL

- (a) The record-keeping system should ensure that all records are accessible whenever needed within a reasonable time. These records should be organised in a way that ensures traceability and retrievability throughout the required retention period.
- (b) Records should be kept in paper form or in electronic format or a combination of both. Records stored on microfilm or optical disc format are also acceptable. The records should remain legible throughout the required retention period. The retention period starts when the record has been created or last amended.
- (c) Paper systems should use robust material which can withstand normal handling and filing. Computer systems should have at least one backup system which should be updated within 24 hours of any new entry. Computer systems should include safeguards against the ability of unauthorised personnel to alter the data.
- (d) All computer hardware used to ensure data backup should be stored in a different location from that containing the working data and in an environment that ensures they remain in good condition. When hardware or software changes take place, special care should be taken that all necessary data continues to be accessible at least through the full period specified in the relevant subpart. In the absence of such indication, all records should be kept for a minimum period of 5 years.

#### GM1 BCAR.ORO.GEN.220(b) Record-keeping

##### RECORDS

Microfilming or optical storage of records may be carried out at any time. The records should be as legible as the original record and remain so for the required retention period.

**SECTION 3 - ADDITIONAL ORGANISATIONAL REQUIREMENTS**

**BCAR.ORO.GEN.310 Use of aircraft listed on an AOC for non-commercial operations and specialised operations**

Reserved

## SUBPART AOC: AIR OPERATOR CERTIFICATION

### BCAR.ORO.AOC.100 Application for an air operator certificate

- (a) Prior to commencing commercial air transport operations, the operator shall apply for and obtain an air operator certificate (AOC) issued by BCAA.
- (b) The operator shall provide the following information to BCAA:
  - (1) the official name and business name, address, and mailing address of the applicant;
  - (2) a description of the proposed operation, including the type(s), and number of aircraft to be operated;
  - (3) a description of the management system, including organisational structure;
  - (4) the name of the accountable manager;
  - (5) the names of the nominated persons required by BCAR.ORO.AOC.135(a) together with their qualifications and experience;
  - (6) a copy of the operations manual required by BCAR.ORO.MLR.100;
  - (7) a statement that all the documentation sent to BCAA have been verified by the applicant and found in compliance with the applicable requirements.
- (c) Applicants shall demonstrate to BCAA that:
  - (1) they comply with all the requirements of Section 3 to BANRs, this Part, BCAR-CAT and BCAR-SPA and BCAR-26 concerning additional airworthiness specifications for a given type of operations;
  - (2) all aircraft operated have a certificate of airworthiness (C of A) in accordance with BCAR-21 subpart H are dry leased-in in accordance with BCAR.ORO.AOC.110 (d); and
  - (3) its organisation and management are suitable and properly matched to the scale and scope of the operation.

### AMC1 BCAR.ORO.AOC.100 Application for an AOC

#### APPLICATION TIME FRAMES

The application for the initial issue of an AOC should be submitted at least 90 days before the intended start date of operation. The operations manual may be submitted later, but in any case not later than 60 days before the intended start date of operation.

### AMC1 BCAR.ORO.AOC.100(a) Application for an air operator certificate

#### OPERATOR SECURITY PROGRAMME

In accordance with applicable regulation, as part of granting the AOC, the CAT operator should provide the BCAA with the operator's security programme, including security training. The security programme should be adapted to the type and area of operation, as well as to the aircraft operated.



**BCAR.ORO.AOC.105 Operations specifications and privileges of an AOC holder**

The privileges of the operator, including those granted in accordance with BCAR-SPA, shall be specified in the operations specifications of the certificate.

**BCAR.ORO.AOC.110 Leasing agreement**

Any lease-in

- (a) Without prejudice to applicable regulations, any lease agreement concerning aircraft used by an operator certified in accordance with this Part shall be subject to prior approval by the BCAA.
- (b) The operator certified in accordance with this Part shall not lease-in aircraft included in the list of operators subject to operational restrictions, registered in a State of which all operators under its oversight are subject to an operating ban or from an operator that is subject to an operating ban.
- (c) Only new helicopter shall be imported for operations in Bhutan.

Wet lease-in

- (d) The applicant for the approval of the wet lease-in of an aircraft of an operator of other country shall demonstrate to the BCAA that:
  - (1) the operator of other country holds a valid AOC issued in accordance with ICAO Annex 6;
  - (2) the safety standards of the operator of other country with regard to continuing airworthiness and air operations are equivalent to the applicable airworthiness requirements established by BCAA and this requirement; and
  - (3) the aircraft has a standard C of A issued in accordance with ICAO Annex 8.

Dry lease-in

- (e) An applicant for the approval of the dry lease-in of an aircraft registered in other country shall demonstrate to the BCAA that:
  - (1) an operational need has been identified that cannot be satisfied through leasing an aircraft registered in other country;
  - (2) Not applicable;
  - (3) compliance with the applicable airworthiness requirements of BCAA is ensured; and
  - (4) the aircraft is equipped in accordance with the BCAA regulations for Air Operations.

Dry lease-out

- (f) The operator certified in accordance with this Part intending to dry lease-out one of its aircraft shall apply for prior approval by the BCAA. The application shall be accompanied by copies of the intended lease agreement or description of the lease provisions, except financial arrangements, and all other relevant documentation.

Wet lease-out

- (g) Prior to the wet lease-out of an aircraft, the operator certified in accordance with this Part shall notify the BCAA.

**AMC1 BCAR.ORO.AOC.110 Leasing agreement**

**GENERAL**

The operator intending to lease-in an aircraft should provide the BCAA with the following information:

- (a) the aircraft type, registration markings and serial number;
- (b) the name and address of the registered owner;
- (c) a copy of the valid certificate of airworthiness;
- (d) a copy of the lease agreement or description of the lease provisions, except financial arrangements;
- (e) duration of the lease; and
- (f) in case of wet lease-in, a copy of the AOC of the operator from other country and the areas of operation.

The information mentioned above should be accompanied by a statement signed by the lessee that the parties to the lease agreement fully understand their respective responsibilities under the applicable regulations.

**AMC1 ORO.AOC.110(c) Leasing agreement**

**WET LEASE-IN**

When Operator is wet leasing-in an aircraft registered in other country, it should demonstrate to the BCAA their compliance to the following requirements:

- (a) BCAR-CAT;
- (b) BCAR-ORO:
  - (1) BCAR.ORO.GEN.110 and Section 2 of Subpart GEN;
  - (2) BCAR.ORO.MLR, excluding BCAR.ORO.MLR.105;
  - (3) BCAR.ORO.FC;
  - (4) BCAR.ORO.CC, excluding BCAR.ORO.CC.200 and BCAR.ORO.CC.210(a);
  - (5) BCAR.ORO.TC;
  - (6) BCAR.ORO.FTL; and
  - (7) BCAR.ORO.SEC;
- (c) BCAR-SPA, if applicable;
- (d) for continuing airworthiness management of the operator from other country, BCAR-M Subpart-B,

- (e) Subpart-C and Subpart-G, excluding BCAR-M.A.707, and BCAR-M.A.710; for the maintenance organisation used by the third country operator during the lease period: BCAR-145; and
- (f) the operator should provide the competent authority with a full description of the flight time limitation scheme(s), operating procedures and safety assessment demonstrating compliance with the safety objectives set out in points (b) (1)-(6).

**AMC2 ORO.AOC.110(c) Leasing agreement**

**WET LEASE-IN**

The lessee should maintain a record of the occasions when lessors are used, for inspection by the State that issued its AOC.

**GM1 ORO.AOC.110(c) Leasing agreement**

**SHORT-TERM WET LEASE-IN**

In anticipation of an operational need the operator may enter into a framework agreement with more than one third country operator provided that these operators comply with BCAR.ORO.AOC.110 (c). These third country operators should be placed in a list maintained by the lessee.

**AMC1 ORO.AOC.110(f) Leasing agreement**

**WET LEASE-OUT**

When notifying the BCAA, the operator intending to wet lease-out an aircraft should provide the Authority with the following information:

- (a) the aircraft type, registration markings and serial number;
- (b) the name and address of the lessee;
- (c) a copy of the lease agreement or description of the lease provisions, except financial arrangements; and
- (d) the duration of the lease agreement.

**BCAR.ORO.AOC.115 Code-share agreements**

- (a) An operator certified in accordance with this Part shall enter into a code-share agreement with an operator of other country only after:

- (1) having verified that the operator of other country complies with the applicable ICAO standards; and
  - (2) having provided BCAA with documented information enabling such authority to comply with BCAR.ARO.OPS.105.
- (b) When implementing the code-share agreement the operator shall monitor and regularly assess the ongoing compliance of the operator of other country with the applicable ICAO standards.
- (c) The operator certified in accordance with this Part shall not sell and issue tickets for a flight operated by an operator of other country when the latter is subject to an operating ban or is failing to maintain compliance with the applicable ICAO standards.

**AMC1 BCAR.ORO.AOC.115(a)(1) Code share agreements**

**INITIAL VERIFICATION OF COMPLIANCE**

- (a) In order to verify compliance of the operator of other country with the applicable ICAO standards, in particular ICAO Annexes 1, 2, 6, Part I and III, as applicable, 8 and 18, the operator should conduct an audit of the operator of other country, including interviews of personnel and inspections carried out at the facilities of the operator of other country.
- (b) The audit should focus on the operational, management and control systems of the operator.

**AMC1 BCAR.ORO.AOC.115(b) Code-share arrangements**

**CODE-SHARE AUDIT PROGRAMME**

- (a) Operators should establish a code-share audit programme for monitoring continuous compliance of the operator of other country with the applicable ICAO standards. Such a code-share audit programme should include:
- (1) the audit methodology (audit report + compliance statements);
  - (2) details of the specific operational areas to audit;
  - (3) criteria for defining satisfactory audit results;
  - (4) a system for reporting and correcting findings;
  - (5) a continuous monitoring system;
  - (6) auditor qualification and authorisation; and
  - (7) the frequency of audits.
- (b) The code-share operator of other country should be audited at periods not exceeding 24 months. The beginning of the first 24-month oversight planning cycle is determined by the date of the first audit and should then determine the start and end dates of the recurrent 24-month planning cycle. The interval between two audits should not exceed 24 months.
- (c) The operator should ensure a renewal audit of each code-share operator of other country prior to the audit expiry date of the previous audit. The audit expiry date for the previous audit becomes the audit effective date for the renewal audit provided the closing meeting for the renewal audit is within 150 days prior to the audit expiry date for the previous audit. If the closing meeting for the renewal audit is more than 150 days prior to the audit expiry date from the previous audit, then the audit effective date for the renewal audit is the day of the closing

meeting of the renewal audit. Renewal audits are valid for 24 consecutive months beginning with the audit effective date and ending with the audit expiry date.

- (d) A code-share audit could be shared by several operators. In case of a shared audit, the report should be made available for review by all duly identified sharing operators by any means.
- (e) After closure of all findings identified during the audit, the operator should submit an audit compliance statement to the BCAA demonstrating that the third country operator meets all the applicable safety standards.

#### AMC2 BCAR.ORO.AOC.115(b) Code-share agreements

##### THIRD PARTY PROVIDERS

- (a) The initial audit and/or the continuous monitoring may be performed by a third party provider on behalf of the operator when it is demonstrated that:
  - (1) a documented arrangement has been established with the third party provider;
  - (2) the audit standards applied by the third party provider addresses the scope of the regulation in sufficient detail;
  - (3) the third party provider uses an evaluation system, designed to assess the operational, management and control systems of the code-share operator of other country;
  - (4) independence of the third party provider, its evaluation system as well as the impartiality of the auditors is ensured;
  - (5) the auditors are appropriately qualified and have sufficient knowledge, experience and training, including on-the-job training, to perform their allocated tasks;
  - (6) audits are performed on-site;
  - (7) access to the relevant data and facilities is granted to the level of detail necessary to verify compliance with the applicable requirements;
  - (8) access to the full audit report is granted to the operator;
  - (9) procedures have been established for monitoring continued compliance of the code-share operator of other country with the applicable requirements, taking into account the timelines in AMC1 BCAR.ORO.AOC.115(b)(b) and (c);
  - (10) procedures have been established to notify the code-share operator of other country of any non-compliance with the applicable requirements, the corrective actions to be taken, the follow up of these corrective actions and closure of findings.
- (b) The use of a third party provider for the initial audit or the monitoring of continuous compliance of the code-share operator of other country does not exempt the operator from its responsibility under BCAR.ORO.AOC.115.
- (c) The operator should maintain a list of the code-share operators of other country monitored by the third party provider. This list and the full audit report prepared by the third party provider should be made available to the BCAA upon request.

**BCAR.ORO.AOC.120 Approvals to provide cabin crew training and to issue cabin crew attestations**

- (a) When intending to provide the training course required in BCAR-CC, the operator shall apply for and obtain an approval issued by BCAA. For this purpose, the applicant shall demonstrate compliance with the requirements for the conduct and content of training course established in BCAR.CC.TRA.215 and BCAR.CC.TRA.220 of that Part and shall provide BCAA with:
- (1) the date of intended commencement of activity;
  - (2) the personal details and qualifications of the instructors as relevant to the training elements to be covered;
  - (3) the name(s) and address(es) of the training site(s) at which the training is to be conducted;
  - (4) a description of the facilities, training methods, manuals and representative devices to be used; and
  - (5) the syllabi and associated programmes for the training course.
- (b) If BCAA decides, in accordance with BCAR.ARA.CC.200 of BCAR-ARA, that operators may be approved to issue cabin crew attestation, the applicant shall, in addition to (a):
- (1) demonstrate to BCAA that:
    - (i) the organisation has the capability and accountability to perform this task;
    - (ii) the personnel conducting examinations are appropriately qualified and free from conflict of interest; and
  - (2) provide the procedures and the specified conditions for:
    - (i) conducting the examination required by BCAR.CC.TRA.220;
    - (ii) issuing cabin crew attestation; and
    - (iii) Not applicable
- (c) Not applicable

**BCAR.ORO.AOC.125 Non-commercial operations of aircraft listed in the operations specifications by the holder of an AOC**

Reserved

**BCAR.ORO.AOC.130 Flight data monitoring — aeroplanes**

- (a) The operator shall establish and maintain a flight data monitoring programme, which shall be integrated in its management system, for aeroplanes with a maximum certificated take-off mass of more than 27 000 kg.
- (b) The flight data monitoring programme shall be non-punitive and contain adequate safeguards to protect the source(s) of the data.

**AMC1 BCAR.ORO.AOC.130 Flight data monitoring — aeroplanes**

**FLIGHT DATA MONITORING (FDM) PROGRAMME**

- (a) The safety manager, as defined under AMC1-BCAR.ORO.GEN.200(a)(1), should be responsible for the identification and assessment of issues and their transmission to the manager(s) responsible for the process(es) concerned. The latter should be responsible for taking appropriate and practicable safety action within a reasonable period of time that reflects the severity of the issue.
- (b) An FDM programme should allow an operator to:
  - (1) identify areas of operational risk and quantify current safety margins;
  - (2) identify and quantify operational risks by highlighting occurrences of non-standard, unusual or unsafe circumstances;
  - (3) use the FDM information on the frequency of such occurrences, combined with an estimation of the level of severity, to assess the safety risks and to determine which may become unacceptable if the discovered trend continues;
  - (4) put in place appropriate procedures for remedial action once an unacceptable risk, either actually present or predicted by trending, has been identified; and
  - (5) confirm the effectiveness of any remedial action by continued monitoring.
- (c) FDM analysis techniques should comprise the following:
  - (1) Exceedance detection: searching for deviations from aircraft flight manual limits and standard operating procedures. A set of core events should be selected to cover the main areas of interest to the operator. A sample list is provided in Appendix 1 to AMC1 BCAR.ORO.AOC.130. The event detection limits should be continuously reviewed to reflect the operator's current operating procedures.
  - (2) All flights measurement: a system defining what is normal practice. This may be accomplished by retaining various snapshots of information from each flight.
  - (3) Statistics — a series of data collected to support the analysis process: this technique should include the number of flights flown per aircraft and sector details sufficient to generate rate and trend information.
- (d) FDM analysis, assessment and process control tools: the effective assessment of information obtained from digital flight data should be dependent on the provision of appropriate information technology tool sets.
- (e) Education and publication: sharing safety information should be a fundamental principle of aviation safety in helping to reduce accident rates. The operator should pass on the lessons learnt to all relevant personnel and, where appropriate, industry.
- (f) Accident and incident data requirements specified in BCAR.CAT.GEN.MPA.195 take precedence over the requirements of an FDM programme. In these cases the FDR data should be retained as part of the investigation data and may fall outside the de-identification agreements.
- (g) Every crew member should be responsible for reporting events. Significant risk-bearing incidents detected by FDM should therefore normally be the subject of mandatory occurrence reporting by the crew. If this is not the case, then they should submit a retrospective report that should be included under the normal process for reporting and analysing hazards, incidents and accidents.

- (h) The data recovery strategy should ensure a sufficiently representative capture of flight information to maintain an overview of operations. Data analysis should be performed sufficiently frequently to enable action to be taken on significant safety issues.
- (i) The data retention strategy should aim at providing the greatest safety benefits practicable from the available data. A full dataset should be retained until the action and review processes are complete; thereafter, a reduced dataset relating to closed issues should be maintained for longer-term trend analysis. Programme managers may wish to retain samples of de-identified full-flight data for various safety purposes (detailed analysis, training, benchmarking, etc.).
- (j) The data access and security policy should restrict information access to authorised persons. When data access is required for airworthiness and maintenance purposes, a procedure should be in place to prevent disclosure of crew identity.
- (k) The procedure to prevent disclosure of crew identity should be written in a document, which should be signed by all parties (airline management, flight crew member representatives or the flight crew themselves). This procedure should, as a minimum, define:
  - (1) the aim of the FDM programme;
  - (2) a data access and security policy that should restrict access to information to specifically authorised persons identified by their position;
  - (3) the method to obtain de-identified crew feedback on those occasions that require specific flight follow-up for contextual information; where such crew contact is required the authorised person(s) need not necessarily be the programme manager or safety manager, but could be a third party (broker) mutually acceptable to unions or staff and management;
  - (4) the data retention policy and accountability, including the measures taken to ensure the security of the data;
  - (5) the conditions under which advisory briefing or remedial training should take place; this should always be carried out in a constructive and non-punitive manner;
  - (6) the conditions under which the confidentiality may be withdrawn for reasons of gross negligence or significant continuing safety concern;
  - (7) the participation of flight crew member representative(s) in the assessment of the data, the action and review process and the consideration of recommendations; and
  - (8) the policy for publishing the findings resulting from FDM.
- (l) Airborne systems and equipment used to obtain FDM data should range from an already installed full quick access recorder (QAR), in a modern aircraft with digital systems, to a basic crash-protected recorder in an older or less sophisticated aircraft. The analysis potential of the reduced data set available in the latter case may reduce the safety benefits obtainable. The operator should ensure that FDM use does not adversely affect the serviceability of equipment required for accident investigation.



**GM1 BCAR.ORO.AOC.130 Flight data monitoring — aeroplanes**

**DEFINITION OF AN FDM PROGRAMME**

For the purposes of this Guidance Material, an FDM programme may be defined as a proactive and non-punitive programme for gathering and analysing data recorded during routine flights to improve aviation safety.

- (a) FDM analysis techniques
  - (1) Exceedance detection
    - (i) FDM programmes are used for detecting exceedances, such as deviations from flight manual limits, standard operating procedures (SOPs), or good airmanship. Typically, a set of core events establishes the main areas of interest to operators.  
  
Examples: high lift-off rotation rate, stall warning, ground proximity warning system (GPWS) warning, flap limit speed exceedance, fast approach, high/low on glideslope, and heavy landing.
    - (ii) Trigger logic expressions may be simple exceedances such as redline values. The majority, however, are composites that define a certain flight mode, aircraft configuration or payload-related condition. Analysis software can also assign different sets of rules dependent on airport or geography. For example, noise sensitive airports may use higher than normal glide slopes on approach paths over populated areas. In addition, it might be valuable to define several levels of exceedance severity (such as low, medium and high).
    - (iii) Exceedance detection provides useful information, which can complement that provided in crew reports.  
  
Examples: reduced flap landing, emergency descent, engine failure, rejected take-off, go-around, airborne collision avoidance system (ACAS) or GPWS warning, and system malfunctions.
    - (iv) The operator may also modify the standard set of core events to account for unique situations they regularly experience, or the SOPs they use.  
  
Example: to avoid nuisance exceedance reports from a non-standard instrument departure.
    - (v) The operator may also define new events to address specific problem areas.  
  
Example: restrictions on the use of certain flap settings to increase component life.
  - (2) All-flights measurements  
  
FDM data are retained from all flights, not just the ones producing significant events. A selection of parameters is retained that is sufficient to characterise each flight and allow a comparative analysis of a wide range of operational variability. Emerging trends and tendencies may be identified and monitored before the trigger levels associated with exceedances are reached.  
  
Examples of parameters monitored: take-off weight, flap setting, temperature, rotation and lift-off speeds versus scheduled speeds, maximum pitch rate and attitude during rotation, and gear retraction speeds, heights and times.  
  
Examples of comparative analyses: pitch rates from high versus low take-off weights, good versus bad weather approaches, and touchdowns on short versus long runways.

(3) Statistics

Series of data are collected to support the analysis process: these usually include the numbers of flights flown per aircraft and sector details sufficient to generate rate and trend information.

(4) Investigation of incidents flight data

Recorded flight data provide valuable information for follow-up to incidents and other technical reports. They are useful in adding to the impressions and information recalled by the flight crew. They also provide an accurate indication of system status and performance, which may help in determining cause and effect relationships.

Examples of incidents where recorded data could be useful:

- high cockpit workload conditions as corroborated by such indicators as late descent, late localizer and/or glideslope interception, late landing configuration;
- unstabilised and rushed approaches, glide path excursions, etc.;
- exceedances of prescribed operating limitations (such as flap limit speeds, engine over temperatures); and
- wake vortex encounters, turbulence encounters or other vertical accelerations.

It should be noted that recorded flight data have limitations, e.g. not all the information displayed to the flight crew is recorded, the source of recorded data may be different from the source used by a flight instrument, the sampling rate or the recording resolution of a parameter may be insufficient to capture accurate information.

(5) Continuing airworthiness

Data of all-flight measurements and exceedance detections can be utilised to assist the continuing airworthiness function. For example, engine-monitoring programmes look at measures of engine performance to determine operating efficiency and predict impending failures.

Examples of continuing airworthiness uses: engine thrust level and airframe drag measurements, avionics and other system performance monitoring, flying control performance, and brake and landing gear usage.

(b) FDM equipment

(1) General

FDM programmes generally involve systems that capture flight data, transform the data into an appropriate format for analysis, and generate reports and visualisation to assist in assessing the data. Typically, the following equipment capabilities are needed for effective FDM programmes:

- (i) an on-board device to capture and record data on a wide range of in-flight parameters;
- (ii) a means to transfer the data recorded on board the aircraft to a ground-based processing station;
- (iii) a ground-based computer system to analyse the data, identify deviations from expected performance, generate reports to assist in interpreting the read-outs, etc.; and

- (iv) optional software for a flight animation capability to integrate all data, presenting them as a simulation of in-flight conditions, thereby facilitating visualisation of actual events.
- (2) Airborne equipment
  - (i) The flight parameters and recording capacity required for flight data recorders (FDR) to support accident investigations may be insufficient to support an effective FDM programme. Other technical solutions are available, including the following:
    - (A) Quick access recorders (QARs). QARs are installed in the aircraft and record flight data onto a low-cost removable medium.
    - (B) Some systems automatically download the recorded information via secure wireless systems when the aircraft is in the vicinity of the gate. There are also systems that enable the recorded data to be analysed on board while the aircraft is airborne.
  - (ii) Fleet composition, route structure and cost considerations will determine the most cost-effective method of removing the data from the aircraft.
- (3) Ground replay and analysis equipment
  - (i) Data are downloaded from the aircraft recording device into a ground-based processing station, where the data are held securely to protect this sensitive information.
  - (ii) FDM programmes generate large amounts of data requiring specialised analysis software.
  - (iii) The analysis software checks the downloaded flight data for abnormalities.
  - (iv) The analysis software may include: annotated data trace displays, engineering unit listings, visualisation for the most significant incidents, access to interpretative material, links to other safety information and statistical presentations.
- (c) FDM in practice
  - (1) FDM process

Typically, operators follow a closed-loop process in applying an FDM programme, for example:

    - (i) Establish a baseline: initially, operators establish a baseline of operational parameters against which changes can be detected and measured.  
Examples: rate of unstable approaches or hard landings.
    - (ii) Highlight unusual or unsafe circumstances: the user determines when non-standard, unusual or basically unsafe circumstances occur; by comparing them to the baseline margins of safety, the changes can be quantified.  
Example: increases in unstable approaches (or other unsafe events) at particular locations.
    - (iii) Identify unsafe trends: based on the frequency and severity of occurrence, trends are identified. Combined with an estimation of the level of severity, the risks are assessed to determine which may become unacceptable if the trend continues.

Example: a new procedure has resulted in high rates of descent that are nearly triggering GPWS warnings.

- (iv) Mitigate risks: once an unacceptable risk has been identified, appropriate risk mitigation actions are decided on and implemented.

Example: having found high rates of descent, the SOPs are changed to improve aircraft control for optimum/maximum rates of descent.

- (v) Monitor effectiveness: once a remedial action has been put in place, its effectiveness is monitored, confirming that it has reduced the identified risk and that the risk has not been transferred elsewhere.

Example: confirm that other safety measures at the aerodrome with high rates of descent do not change for the worse after changes in approach procedures.

(2) Analysis and follow-up

- (i) FDM data are typically compiled every month or at shorter intervals. The data are then reviewed to identify specific exceedances and emerging undesirable trends and to disseminate the information to flight crews.

- (ii) If deficiencies in pilot handling technique are evident, the information is usually de-identified in order to protect the identity of the flight crew. The information on specific exceedances is passed to a person (safety manager, agreed flight crew representative, honest broker) assigned by the operator for confidential discussion with the pilot. The person assigned by the operator provides the necessary contact with the pilot in order to clarify the circumstances, obtain feedback and give advice and recommendations for appropriate action. Such appropriate action could include re-training for the pilot (carried out in a constructive and non-punitive way), revisions to manuals, changes to ATC and airport operating procedures.

- (iii) Follow-up monitoring enables the effectiveness of any corrective actions to be assessed. Flight crew feedback is essential for the identification and resolution of safety problems and could be collected through interviews, for example by asking the following:

- (A) Are the desired results being achieved soon enough?

- (B) Have the problems really been corrected, or just relocated to another part of the system?

- (C) Have new problems been introduced?

- (iv) All events are usually archived in a database. The database is used to sort, validate and display the data in easy-to-understand management reports. Over time, this archived data can provide a picture of emerging trends and hazards that would otherwise go unnoticed.

- (v) Lessons learnt from the FDM programme may warrant inclusion in the operator's safety promotion programmes. Safety promotion media may include newsletters, flight safety magazines, highlighting examples in training and simulator exercises, periodic reports to industry and the competent authority. Care is required, however, to ensure that any information acquired through FDM is de-identified before using it in any training or promotional initiative.

- (vi) All successes and failures are recorded, comparing planned programme objectives with expected results. This provides a basis for review of the FDM programme and the foundation for future programme development.
- (d) Preconditions for an effective FDM programme
  - (1) Protection of FDM data

The integrity of FDM programmes rests upon protection of the FDM data. Any disclosure for purposes other than safety management can compromise the voluntary provision of safety data, thereby compromising flight safety.
  - (2) Essential trust

The trust established between management and flight crew is the foundation for a successful FDM programme. This trust can be facilitated by:

    - (i) early participation of the flight crew representatives in the design, implementation and operation of the FDM programme;
    - (ii) a formal agreement between management and flight crew, identifying the procedures for the use and protection of data; and
    - (iii) data security, optimised by:
      - (A) adhering to the agreement;
      - (B) the operator strictly limiting data access to selected individuals;
      - (C) maintaining tight control to ensure that identifying data is kept securely; and
      - (D) ensuring that operational problems are promptly addressed by management.
  - (3) Requisite safety culture

Indicators of an effective safety culture typically include:

    - (i) top management's demonstrated commitment to promoting a proactive safety culture;
    - (ii) a non-punitive operator policy that covers the FDM programme;
    - (iii) FDM programme management by dedicated staff under the authority of the safety manager, with a high degree of specialisation and logistical support;
    - (iv) involvement of persons with appropriate expertise when identifying and assessing the risks (for example, pilots experienced on the aircraft type being analysed);
    - (v) monitoring fleet trends aggregated from numerous operations, not focusing only on specific events;
    - (vi) a well-structured system to protect the confidentiality of the data; and
    - (vii) an efficient communication system for disseminating hazard information (and subsequent risk assessments) internally and to other organisations to permit timely safety action.
- (e) Implementing an FDM programme
  - (1) General considerations

- (i) Typically, the following steps are necessary to implement an FDM programme:
    - (A) implementation of a formal agreement between management and flight crew;
    - (B) establishment and verification of operational and security procedures;
    - (C) installation of equipment;
    - (D) selection and training of dedicated and experienced staff to operate the programme; and
    - (E) commencement of data analysis and validation.
  - (ii) An operator with no FDM experience may need a year to achieve an operational FDM programme. Another year may be necessary before any safety and cost benefits appear. Improvements in the analysis software, or the use of outside specialist service providers, may shorten these time frames.
- (2) Aims and objectives of an FDM programme
- (i) As with any project there is a need to define the direction and objectives of the work. A phased approach is recommended so that the foundations are in place for possible subsequent expansion into other areas. Using a building block approach will allow expansion, diversification and evolution through experience.  
  
Example: with a modular system, begin by looking at basic safety-related issues only. Add engine health monitoring, etc. in the second phase. Ensure compatibility with other systems.
  - (ii) A staged set of objectives starting from the first week's replay and moving through early production reports into regular routine analysis will contribute to a sense of achievement as milestones are met.  
  
Examples of short-term, medium-term and long-term goals:
    - (A) Short-term goals:
      - establish data download procedures, test replay software and identify aircraft defects;
      - validate and investigate exceedance data; and
      - establish a user-acceptable routine report format to highlight individual exceedances and facilitate the acquisition of relevant statistics.
    - (B) Medium-term goals:
      - produce an annual report — include key performance indicators;
      - add other modules to the analysis (e.g. continuing airworthiness); and
      - plan for the next fleet to be added to programme.
    - (C) Long-term goals:
      - network FDM information across all of the operator's safety information systems;

- ensure FDM provision for any proposed alternative training and qualification programme (ATQP); and
  - use utilisation and condition monitoring to reduce spares holdings.
- (iii) Initially, focusing on a few known areas of interest will help prove the system's effectiveness. In contrast to an undisciplined 'scatter-gun' approach, a focused approach is more likely to gain early success.

Examples: rushed approaches, or rough runways at particular aerodromes. Analysis of such known problem areas may generate useful information for the analysis of other areas.

(3) The FDM team

- (i) Experience has shown that the 'team' necessary to run an FDM programme could vary in size from one person for a small fleet, to a dedicated section for large fleets. The descriptions below identify various functions to be fulfilled, not all of which need a dedicated position.
- (A) Team leader: it is essential that the team leader earns the trust and full support of both management and flight crew. The team leader acts independently of others in line management to make recommendations that will be seen by all to have a high level of integrity and impartiality. The individual requires good analytical, presentation and management skills.
  - (B) Flight operations interpreter: this person is usually a current pilot (or perhaps a recently retired senior captain or instructor), who knows the operator's route network and aircraft. This team member's in-depth knowledge of SOPs, aircraft handling characteristics, aerodromes and routes is used to place the FDM data in a credible context.
  - (C) Technical interpreter: this person interprets FDM data with respect to the technical aspects of the aircraft operation and is familiar with the power plant, structures and systems departments' requirements for information and any other engineering monitoring programmes in use by the operator.
  - (D) Gate-keeper: this person provides the link between the fleet or training managers and flight crew involved in events highlighted by FDM. The position requires good people skills and a positive attitude towards safety education. The person is typically a representative of the flight crew association or an 'honest broker' and is the only person permitted to connect the identifying data with the event. It is essential that this person earns the trust of both management and flight crew.
  - (E) Engineering technical support: this person is usually an avionics specialist, involved in the supervision of mandatory serviceability requirements for FDR systems. This team member is knowledgeable about FDM and the associated systems needed to run the programme.
  - (F) Replay operative and administrator: this person is responsible for the day-to-day running of the system, producing reports and analysis.

- (ii) All FDM team members need appropriate training or experience for their respective area of data analysis. Each team member is allocated a realistic amount of time to regularly spend on FDM tasks.

**Appendix 1 to AMC1 BCAR.ORO.AOC.130 Flight data monitoring — aeroplanes**

**TABLE OF FDM EVENTS**

The following table provides examples of FDM events that may be further developed using operator and aeroplane specific limits. The table is considered illustrative and not exhaustive.

<b>Event Group</b>	<b>Description</b>
Rejected take-off	High speed rejected take-off
Take-off pitch	Pitch rate high on take-off
	Pitch attitude high during take-off
Unstick speeds	Unstick speed high
	Unstick speed low
Height loss in climb-out	Initial climb height loss 20 ft above ground level (AGL) to 400 ft above aerodrome level (AAL)
	Initial climb height loss 400 ft to 1 500 ft AAL
Slow climb-out	Excessive time to 1 000 ft AAL after take-off
Climb-out speeds	Climb-out speed high below 400 ft AAL
	Climb-out speed high 400 ft AAL to 1 000 ft AAL
	Climb-out speed low 35 ft AGL to 400 ft AAL
	Climb-out speed low 400 ft AAL to 1 500 ft AAL
High rate of descent	High rate of descent below 2 000 ft AGL
Missed approach	Missed approach below 1 000 ft AAL
	Missed approach above 1 000 ft AAL
Low approach	Low on approach
Glideslope	Deviation under glideslope
	Deviation above glideslope (below 600 ft AGL)



Approach power	Low power on approach
Approach speeds	Approach speed high within 90 seconds of touchdown
	Approach speed high below 500 ft AAL
	Approach speed high below 50 ft AGL
	Approach speed low within 2 minutes of touchdown
Landing flap	Late land flap (not in position below 500 ft AAL)
	Reduced flap landing
	Flap load relief system operation
Landing pitch	Pitch attitude high on landing
	Pitch attitude low on landing
Bank angles	Excessive bank below 100 ft AGL
	Excessive bank 100 ft AGL to 500 ft AAL
	Excessive bank above 500 ft AGL
	Excessive bank near ground (below 20 ft AGL)
Normal acceleration	High normal acceleration on ground
	High normal acceleration in flight flaps up (+/- increment)
	High normal acceleration in flight flaps down(+/- increment)
	High normal acceleration at landing
Abnormal configuration	Take-off configuration warning
	Early configuration change after take-off (flap)
	Speed brake with flap
	Speed brake on approach below 800 ft AAL
	Speed brake not armed below 800 ft AAL
Ground proximity warning	Ground proximity warning system (GPWS) operation - hard warning
	GPWS operation — soft warning

	GPWS operation — wind shear warning
	GPWS operation — false warning
Airborne collision avoidance system (ACAS II) warning	ACAS operation — Resolution Advisory
Margin to stall/buffet	Stick shake
	False stick shake
	Reduced lift margin except near ground
	Reduced lift margin at take-off
	Low buffet margin (above 20 000 ft)
Aircraft flight manual limitations	Maximum operating speed limit ( $V_{MO}$ ) exceedance
	Maximum operating speed limit ( $M_{MO}$ ) exceedance
	Flap placard speed exceedance
	Gear down speed exceedance
	Gear selection up/down speed exceedance
	Flap/slat altitude exceedance
	Maximum operating altitude exceedance

**GM2 BCAR.ORO.AOC.130 Flight data monitoring — aeroplanes**

**FLIGHT DATA MONITORING**

Additional guidance material for the establishment of flight data monitoring can be found in BCAP 4210 (Flight Data Analysis Program) and UK Civil Aviation Authority CAP 739 (Flight Data Monitoring).

**BCAR.ORO.AOC.135 Personnel requirements**

- (a) In accordance with BCAR.ORO.GEN.210 (b), the operator shall nominate persons responsible for the management and supervision of the following areas:
  - (1) flight operations;
  - (2) crew training;
  - (3) ground operations; and
  - (4) continuing airworthiness in accordance with BCAR-M.
- (b) *Adequacy and competency of personnel*

- (1) The operator shall employ sufficient personnel for the planned ground and flight operations.
- (2) All personnel assigned to, or directly involved in, ground and flight operations shall:
  - (i) be properly trained;
  - (ii) demonstrate their capabilities in the performance of their assigned duties; and
  - (iii) be aware of their responsibilities and the relationship of their duties to the operation as a whole.
- (c) *Supervision of personnel*
  - (1) The operator shall appoint a sufficient number of personnel supervisors, taking into account the structure of the operator's organisation and the number of personnel employed.
  - (2) The duties and responsibilities of these supervisors shall be defined, and any other necessary arrangements shall be made to ensure that they can discharge their supervisory responsibilities.
  - (3) The supervision of crew members and personnel involved in the operation shall be exercised by individuals with adequate experience and the skills to ensure the attainment of the standards specified in the operations manual.

**AMC1 BCAR.ORO.AOC.135(a) Personnel requirements**

**NOMINATED PERSONS**

- (a) The person may hold more than one of the nominated posts if such an arrangement is considered suitable and properly matched to the scale and scope of the operation.
- (b) A description of the functions and the responsibilities of the nominated persons, including their names, should be contained in the operations manual.
- (c) The holder of an AOC should make arrangements to ensure continuity of supervision in the absence of nominated persons.
- (d) The person nominated by the holder of an AOC should not be nominated by another holder of an AOC, unless agreed with the competent authorities concerned.
- (e) Persons nominated should be contracted to work sufficient hours to fulfil the management functions associated with the scale and scope of the operation.

**AMC2 BCAR.ORO.AOC.135(a) Personnel requirements**

**COMBINATION OF NOMINATED PERSONS RESPONSIBILITIES**

- (a) The acceptability of a single person holding several posts, possibly in combination with being the accountable manager, should depend upon the nature and scale of the operation. The two main areas of concern should be competence and an individual's capacity to meet his/her responsibilities.
- (b) As regards competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one post.
- (c) The capacity of an individual to meet his/her responsibilities should primarily be dependent upon the scale of the operation. However, the complexity of the organisation or of the operation may prevent, or limit, combinations of posts which may be acceptable in other circumstances.

- (d) In most circumstances, the responsibilities of a nominated person should rest with a single individual. However, in the area of ground operations, it may be acceptable for responsibilities to be split, provided that the responsibilities of each individual concerned are clearly defined.

**GM1 BCAR.ORO.AOC.135(a) Personnel requirements**

**NOMINATED PERSONS**

The smallest organisation that can be considered is the one-man organisation where all of the nominated posts are filled by the accountable manager, and audits are conducted by an independent person.

**GM2 BCAR.ORO.AOC.135(a) Personnel requirements**

**COMPETENCE OF NOMINATED PERSONS**

- (a) Nominated persons in accordance with BCAR.ORO.AOC.135 should be expected to possess the experience and meet the licensing provisions that are listed in (b) to (f). Exceptionally, in particular cases, the BCAA may accept a nomination that does not meet these provisions in full. In that circumstance, the nominee should have comparable experience and also the ability to perform effectively the functions associated with the post and with the scale of the operation.
- (b) Nominated persons should have:
- (1) practical experience and expertise in the application of aviation safety standards and safe operating practices;
  - (2) comprehensive knowledge of:
    - (i) the applicable BCAA safety regulations and any associated requirements and procedures;
    - (ii) the AOC holder's operations specifications; and
    - (iii) the need for, and content of, the relevant parts of the AOC holder's operations manual;
  - (3) familiarity with management systems preferably in the area of aviation;
  - (4) appropriate management experience, preferably in a comparable organisation; and
  - (5) 5 years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
- (c) Flight operations. The nominated person should hold or have held a valid flight crew licence and the associated ratings appropriate to a type of operation conducted under the AOC. In case the nominated person's licence and ratings are not current, his/her deputy should hold a valid flight crew licence and the associated ratings.
- (d) Crew training. The nominated person or his/her deputy should be a current type rating instructor on a type/class operated under the AOC. The nominated person should have a thorough knowledge of the AOC holder's crew training concept for flight, cabin and when relevant other crew.
- (e) Ground operations. The nominated person should have a thorough knowledge of the AOC holder's ground operations concept.

(f) Continuing airworthiness. The nominated person should have the relevant knowledge, background and appropriate experience requirements related to aircraft continuing airworthiness as detailed in BCAR-M.A.706.

#### **BCAR.ORO.AOC.140 Facility requirements**

In accordance with BCAR.ORO.GEN.215, the operator shall:

- (a) make use of appropriate ground handling facilities to ensure the safe handling of its flights;
- (b) arrange operational support facilities at the main operating base, appropriate for the area and type of operation; and
- (c) ensure that the available working space at each operating base is sufficient for personnel whose actions may affect the safety of flight operations. Consideration shall be given to the needs of ground crew, personnel concerned with operational control, the storage and display of essential records and flight planning by crews.

#### **GM1 BCAR.ORO.AOC.140(b);(c) Facility requirements**

##### **VFR DAY OPERATIONS WITH AEROPLANES WITH A MOPSC OF LESS THAN 7 AND HELICOPTERS WITH A MOPSC OF LESS THAN 5 TAKING OFF AND LANDING AT THE SAME AERODROME OR OPERATING SITE**

Taking into account the size of the operator and the type of operations, appropriate facilities may consist in arrangements for:

- (a) suitable office accommodation for the nominated person(s), as requested by BCAR.ORO.AOC.135, and
- (b) adequate working space for the flight preparation to be performed by the flight crew.

#### **BCAR.ORO.AOC.150 Documentation requirements**

- (a) The operator shall make arrangements for the production of manuals and any other documentation required and associated amendments.
- (b) The operator shall be capable of distributing operational instructions and other information without delay.

## SUBPART SPO: COMMERCIAL SPECIALISED OPERATIONS

### BCAR.ORO.SPO.100 Common requirements for commercial specialised operators

- (a) A commercial specialised operator shall comply with BCAR.ORO.AOC.135, BCAR.ORO.AOC.140 and BCAR.ORO.AOC.150.
- (b) Aircraft shall have a certificate of airworthiness (C of A) in accordance with BCAR-21 subpart H or shall be leased-in in accordance with (c).
- (c) A commercial specialised operator shall obtain prior approval of the BCAA and comply with the following conditions, if:
  - (1) Wet leasing-in an aircraft of other country operator:
    - (i) The safety standards of a third country operator with regard to continuing airworthiness and air operations are equivalent to the applicable requirements established by the Civil Aviation Act of Bhutan 2016 and its regulations;
    - (ii) The aircraft of a third country operator has a standard C of A issued in accordance with ICAO Annex 8;
    - (iii) The duration of the wet lease-in does not exceed seven months in any 12 consecutive month period; or
  - (2) Dry leasing-in an aircraft registered in other country:
    - (i) An operational need has been identified that cannot be satisfied through leasing an aircraft registered in the Kingdom of Bhutan;
    - (ii) The duration of the dry lease-in does not exceed seven months in any 12 consecutive month period;
    - (iii) Compliance with the applicable requirements of Civil Aviation Act of Bhutan 2016 and its regulations is ensured;
    - (iv) The aircraft is equipped in accordance with BCAR - SPO.

### AMC1 ORO.SPO.100(a) Personnel requirements

#### NOMINATED PERSONS

- (a) The person may hold more than one of the nominated posts if such an arrangement is considered suitable and properly matched to the scale and scope of the commercial specialised operation.
- (b) A description of the functions and the responsibilities of the nominated persons, including their names, should be contained in the operations manual.
- (c) A commercial specialised operator should make arrangements to ensure continuity of supervision in the absence of nominated persons.

- (d) The person nominated by a commercial specialised operator should normally not be nominated by another commercial specialised operator.
- (e) Persons nominated should be contracted to work sufficient hours to fulfil the management functions associated with the scale and scope of the commercial specialised operation.

#### GM1 ORO.SPO.100(a) Personnel requirements

##### NOMINATED PERSONS

The smallest organisation that can be considered is the one-man organisation where all of the nominated posts are filled by the accountable manager, and audits are conducted by an independent person.

#### AMC2 ORO.SPO.100(a) Personnel requirements

##### COMBINATION OF NOMINATED PERSONS RESPONSIBILITIES

- (a) The acceptability of a single person holding several posts, possibly in combination with being the accountable manager, should depend upon the nature and scale of the commercial specialised operation. The two main areas of concern should be competence and an individual's capacity to meet his/her responsibilities.
- (b) As regards competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one post.
- (c) The capacity of an individual to meet his/her responsibilities should primarily be dependent upon the scale of the commercial specialised operation. However, the complexity of the organisation or of the operation may prevent, or limit, combinations of posts which may be acceptable in other circumstances.
- (d) In most circumstances, the responsibilities of a nominated person should rest with a single individual. However, in the area of ground operations, it may be acceptable for responsibilities to be split, provided that the responsibilities of each individual concerned are clearly defined.

#### GM2 ORO.SPO.100(a) Personnel requirements

##### COMPETENCE OF NOMINATED PERSONS

- (a) Nominated persons in accordance with BCAR.ORO.AOC.135 should normally be expected to possess the experience and meet the licensing provisions that are listed in (b) to (f). There may be exceptional cases where not all of the provisions can be met. In that circumstance, the nominee should have comparable experience and also the ability to perform effectively the functions associated with the post and with the scale of the specialised operation.
- (b) Nominated persons should have:
  - (1) practical experience and expertise in the application of aviation safety standards and safe operating practices;
  - (2) comprehensive knowledge of:

- (i) the applicable BCAA safety regulations and any associated requirements and procedures;
  - (ii) the operator's specialised operation authorisation, if applicable; and
  - (iii) the need for, and content of, the relevant parts of the commercial specialised operator's operations manual;
- (3) familiarity with management systems preferably in the area of aviation;
- (4) appropriate management experience, preferably in a comparable organisation; and
- (5) 5 years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
- (c) Flight operations. The nominated person should hold or have held a valid flight crew licence and the associated ratings appropriate to the type of commercial specialised operations conducted by the operator. In case the nominated person's licence and ratings are not current, his/her deputy should hold a valid flight crew licence and the associated ratings.
- (d) Crew training. The nominated person or his/her deputy should be a current type rating instructor on a type/class operated by the commercial specialised operator. The nominated person should have a thorough knowledge of the operator's crew training concept for flight crew and when relevant other crew.
- (e) Ground operations. The nominated person should have a thorough knowledge of the commercial specialised operator's ground operations concept.
- (f) Continuing airworthiness. The nominated person should have the relevant knowledge and appropriate experience requirements related to aircraft continuing airworthiness as detailed in BCAR-M.A.706

**AMC1 ORO.SPO.100(c) Common requirements for commercial specialised operators**

**LEASING OF OPERATOR OF OTHER COUNTRY OR AIRCRAFT — INFORMATION TO BE PROVIDED TO THE BCAA**

The operator intending to lease-in an aircraft or operator should provide the BCAA with the following information:

- (a) the aircraft type, registration markings and serial number;
- (b) the name and address of the registered owner;
- (c) a copy of the valid certificate of airworthiness;
- (d) a copy of the lease agreement or description of the lease provisions, except financial arrangements;
- (e) duration of the lease.

The information mentioned above should be accompanied by a statement signed by the lessee that the parties to the lease agreement fully understand their respective responsibilities under the applicable regulations.



**BCAR.ORO.SPO.110 Authorisation of commercial specialised operations**

- (a) A commercial specialised operator shall apply for and obtain an authorisation issued by BCAA prior to commencing a commercial specialised operation:
  - (1) that is carried out over an area where the safety of third parties on the ground is likely to be endangered in the event of an emergency, or
  - (2) that, as determined by the competent authority of the place where the operation is conducted, due to its specific nature and the local environment in which it is conducted, poses a high risk, in particular to third parties on the ground.
- (b) The operator shall provide the following information to BCAA:
  - (1) the official name and business name, address, and mailing address of the applicant;
  - (2) a description of the management system, including organisational structure;
  - (3) a description of the proposed operation, including the type(s), and number of aircraft to be operated;
  - (4) the risk assessment documentation and related standard operating procedures, required by BCAR.SPO.OP.230;
  - (5) a statement that all the documentation sent to BCAA has been verified by the operator and found in compliance with the applicable requirements.
- (c) The application for an authorisation or its amendments shall be made in a form and manner established by the competent authority, taking into account the applicable requirements.

**GM1 ORO.SPO.110(a) Authorisation of commercial specialised operations**

**AUTHORISATION**

Any commercial specialised operator should declare its activity to BCAA.

**GM2 BCAR.ORO.SPO.110(a) Authorisation of commercial specialised operations**

**VALIDITY OF THE AUTHORISATION**

The operator may submit an application to BCAA for a single event, a defined series of flights or for a limited duration, depending on the type of operations foreseen.

**BCAR.ORO.SPO.115 Changes**

- (a) Any change affecting the scope of the authorisation or the authorised operations shall require prior approval of BCAA. Any change not covered by the initial risk assessment, shall require the submission of an amended risk assessment and SOP to BCAA.
- (b) The application for approval of a change shall be submitted before any such change takes place, in order to enable the BCAA to determine continued compliance with Civil Aviation Act of Bhutan 2016 and its regulations and to amend, if necessary, the authorisation. The operator shall provide the BCAA with any relevant documentation.
- (c) The change shall only be implemented upon receipt of formal approval by the BCAA in accordance with BCAR.ARO.OPS.150.

- (d) The operator shall operate under the conditions prescribed by the BCAA during such changes, as applicable.

**GM1 BCAR.ORO.SPO.115(a) Changes**

**GENERAL**

Any change to the information contained in the authorisation, but not leading to an amendment of the SOPs or the operator's risk assessment should be notified by the commercial specialised operator to BCAA which should amend the authorisation.

**BCAR.ORO.SPO.120 Continued validity**

Reserved

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## SUBPART MLR: MANUALS, LOGS AND RECORDS

### BCAR.ORO.MLR.100 Operations manual — general

- (a) The operator shall establish an operations manual (OM). The operation for commercial purposes and the operation of complex motor-powered aircraft must only be undertaken in accordance with an operator's operations manual. Such manual must contain all necessary instructions, information and procedures for all aircraft operated and for operations personnel to perform their duties. Limitations applicable to flight time, flight duty periods and rest periods for crew members must be specified. The operations manual and its revisions must be compliant with the approved flight manual and be amended as necessary.
- (b) The content of the OM shall reflect the requirements set out in this Part, BCAR-CAT, BCAR-SPA, BCAR-SPO, as applicable, and shall not contravene the conditions contained in the operations specifications to the air operator certificate (AOC), the SPO authorisation and the list of specific approvals, as applicable.
- (c) The OM may be issued in separate parts.
- (d) All operations personnel shall have easy access to the portions of the OM that are relevant to their duties.
- (e) The OM shall be kept up to date. All personnel shall be made aware of the changes that are relevant to their duties.
- (f) Each crew member shall be provided with a personal copy (e.g. hard copy or electronic copy) of the relevant sections of the OM pertaining to their duties. Each holder of an OM, or appropriate parts of it, shall be responsible for keeping their copy up to date with the amendments or revisions supplied by the operator.
- (g) For AOC holders:
  - (1) for amendments required prior approval to be notified in accordance with BCAR.ORO.GEN.115(b) and BCAR.ORO.GEN.130(c), the operator shall supply the BCAA with intended amendments in advance of the effective date; and
  - (2) for amendments to procedures associated with prior approval items in accordance with ORO.GEN.130, approval shall be obtained before the amendment becomes effective.
- (g1) For SPO authorisation holders, any amendment associated with the authorised standard operating procedures, prior approval shall be obtained before the amendment becomes effective.
- (h) Notwithstanding (g), when immediate amendments or revisions are required in the interest of safety, they may be published and applied immediately, provided that any approval required has been applied for.
- (i) The operator shall incorporate all amendments and revisions required by BCAA.
- (j) The operator shall ensure that information taken from approved documents, and any amendment thereof, is correctly reflected in the OM. This does not prevent the operator from publishing more conservative data and procedures in the OM.

- (k) The operator shall ensure that all personnel are able to understand the language in which those parts of the OM which pertain to their duties and responsibilities are written. The content of the OM shall be presented in a form that can be used without difficulty and observes human factors principles.

**AMC1 BCAR.ORO.MLR.100 Operations manual — general**

**GENERAL**

- (a) The operations manual (OM) may vary in detail according to the complexity of the operation and of the type and number of aircraft operated.
- (b) The OM or parts thereof may be presented in any form, including electronic form. In all cases, the accessibility, usability and reliability should be assured.
- (c) The OM should be such that:
  - (1) all parts of the manual are consistent and compatible in form and content;
  - (2) the manual can be readily amended; and
  - (3) the content and amendment status of the manual is controlled and clearly indicated.
- (d) The OM should include a description of its amendment and revision process specifying:
  - (1) the person(s) who may approve amendments or revisions;
  - (2) the conditions for temporary revisions and/or immediate amendments or revision required in the interest of safety; and
  - (3) the methods by which operator personnel are advised of the changes.
- (e) The OM content may be based on, or may refer to, industry codes of practice.
- (f) When compiling an OM, the operator may take advantage of the contents of other relevant documents. Material produced by the operator for the type-related part of the OM may be supplemented with, or substituted by, applicable parts of the aircraft flight manual (AFM) or, where such a document exists, by an aircraft operating manual produced by the manufacturer of the aircraft.
- (g) In the case of commercial operations with other-than-complex motor-powered aircraft or non-commercial operations, a 'pilot operating handbook' (POH), or equivalent document, may be used as the type-related part of the OM, provided that the POH covers the normal and abnormal/emergency operating procedures.
- (h) For the route and aerodrome part of the OM, material produced by the operator may be supplemented with or substituted by applicable route guide material produced by a specialist company.
- (i) If the operator chooses to use material from another source in the OM, either the applicable material should be copied and included directly in the relevant part of the OM, or the OM should contain a reference to the appropriate section of that applicable material.
- (j) If the operator chooses to make use of material from another source (e.g. a route manual producer, an aircraft manufacturer or a training organisation), this does not absolve the

operator from the responsibility of verifying the applicability and suitability of this material. Any material received from an external source should be given its status by a statement in the OM.

**AMC3 BCAR.ORO.MLR.100 Operations manual — general**

**CONTENTS — CAT OPERATIONS**

- (a) The OM should contain at least the following information, where applicable, as relevant for the area and type of operation:

**A GENERAL/BASIC**

**0 ADMINISTRATION AND CONTROL OF OPERATIONS MANUAL**

**0.1 Introduction:**

- (a) A statement that the manual complies with all applicable regulations and with the terms and conditions of the applicable AOC.
- (b) A statement that the manual contains operational instructions that are to be complied with by the relevant personnel.
- (c) A list and brief description of the various parts, their contents, applicability and use.
- (d) Explanations and definitions of terms and words needed for the use of the manual.

**0.2 System of amendment and revision:**

- (a) Details of the person(s) responsible for the issuance and insertion of amendments and revisions.
- (b) A record of amendments and revisions with insertion dates and effective dates.
- (c) A statement that handwritten amendments and revisions are not permitted, except in situations requiring immediate amendment or revision in the interest of safety.
- (d) A description of the system for the annotation of pages or paragraphs and their effective dates.
- (e) A list of effective pages or paragraphs.
- (f) Annotation of changes (in the text and, as far as practicable, on charts and diagrams).
- (g) Temporary revisions.
- (h) A description of the distribution system for the manuals, amendments and revisions.

**1 ORGANISATION AND RESPONSIBILITIES**

- 1.1 Organisational structure. A description of the organisational structure, including the general organogram and operations departments' organograms. The organogram should depict the relationship between the operations departments

and the other departments of the operator. In particular, the subordination and reporting lines of all divisions, departments, etc., which pertain to the safety of flight operations, should be shown.

- 1.2 Nominated persons. The name of each nominated person responsible for flight operations, crew training and ground operations, as prescribed in BCAR.ORO.AOC.135. A description of their function and responsibilities should be included.
- 1.3 Responsibilities and duties of operations management personnel. A description of the duties, responsibilities and authority of operations management personnel pertaining to the safety of flight operations and the compliance with the applicable regulations.
- 1.4 Authority, duties and responsibilities of the pilot-in-command/commander. A statement defining the authority, duties and responsibilities of the pilot-in-command/commander.
- 1.5 Duties and responsibilities of crew members other than the pilot-in-command/commander.

## 2 OPERATIONAL CONTROL AND SUPERVISION

- 2.1 Supervision of the operation by the operator. A description of the system for supervision of the operation by the operator (see BCAR.ORO.GEN.110(c)). This should show how the safety of flight operations and the qualifications of personnel are supervised. In particular, the procedures related to the following items should be described:
  - (a) licence and qualification validity,
  - (b) competence of operations personnel,
  - (c) control, analysis and storage of the required records.
- 2.2 System and responsibility for promulgation of additional operational instructions and information. A description of any system for promulgating information which may be of an operational nature, but which is supplementary to that in the OM. The applicability of this information and the responsibilities for its promulgation should be included.
- 2.3 Operational control. A description of the procedures and responsibilities necessary to exercise operational control with respect to flight safety.
- 2.4 Powers of the authority. A description of the powers of the BCAA and guidance to staff on how to facilitate inspections by authority personnel.

## 3 MANAGEMENT SYSTEM

A description of the management system, including at least the following:

- (a) safety policy;
- (b) the process for identifying safety hazards and for evaluating and managing the associated risks;

- (c) compliance monitoring system;
  - (d) allocation of duties and responsibilities;
  - (e) documentation of all key management system processes.
- 4 CREW COMPOSITION
- 4.1 Crew composition. An explanation of the method for determining crew compositions, taking account of the following:
- (a) the type of aircraft being used;
  - (b) the area and type of operation being undertaken;
  - (c) the phase of the flight;
  - (d) the minimum crew requirement and flight duty period planned;
  - (e) experience (total and on type), recency and qualification of the crew members;
  - (f) the designation of the pilot-in-command/commander and, if necessitated by the duration of the flight, the procedures for the relief of the pilot-in-command/commander or other members of the flight crew (see BCAR.ORO.FC.105);
  - (g) the designation of the senior cabin crew member and, if necessitated by the duration of the flight, the procedures for the relief of the senior cabin crew member and any other member of the cabin crew.
- 4.2 Designation of the pilot-in-command/commander. The rules applicable to the designation of the pilot-in-command/commander.
- 4.3 Flight crew incapacitation. Instructions on the succession of command in the event of flight crew incapacitation.
- 4.4 Operation on more than one type. A statement indicating which aircraft are considered as one type for the purpose of:
- (a) flight crew scheduling; and
  - (b) cabin crew scheduling.
- 5 QUALIFICATION REQUIREMENTS
- 5.1 A description of the required licence, rating(s), qualification/competency (e.g. for routes and aerodromes), experience, training, checking and recency for operations personnel to conduct their duties. Consideration should be given to the aircraft type, kind of operation and composition of the crew.
- 5.2 Flight crew:
- (a) pilot-in-command/commander,
  - (b) pilot relieving the pilot-in-command/commander,
  - (c) co-pilot,
  - (d) pilot relieving the co-pilot,



- (e) pilot under supervision,
  - (f) system panel operator,
  - (g) operation on more than one type or variant.
- 5.3 Cabin crew:
- (a) senior cabin crew member,
  - (b) cabin crew member:
    - (i) required cabin crew member,
    - (ii) additional cabin crew member and cabin crew member during familiarisation flights,
  - (c) operation on more than one type or variant.
- 5.4 Training, checking and supervision personnel:
- (a) for flight crew; and
  - (b) for cabin crew.
- 5.5 Other operations personnel (including technical crew and crew members other than flight, cabin and technical crew).
- 6 CREW HEALTH PRECAUTIONS
- 6.1 Crew health precautions. The relevant regulations and guidance to crew members concerning health, including the following:
- (a) alcohol and other intoxicating liquids,
  - (b) narcotics,
  - (c) drugs,
  - (d) sleeping tablets,
  - (e) antidepressants,
  - (f) pharmaceutical preparations,
  - (g) immunisation,
  - (h) deep-sea diving,
  - (i) blood/bone marrow donation,
  - (j) meal precautions prior to and during flight,
  - (k) sleep and rest,
  - (l) surgical operations.
- 7 FLIGHT TIME LIMITATIONS
- 7.1 Flight and duty time limitations and rest requirements.
- 7.2 Exceedance of flight and duty time limitations and/or reductions of rest periods. Conditions under which flight and duty time may be exceeded or rest periods may be reduced, and the procedures used to report these modifications.

8 OPERATING PROCEDURES

8.1 Flight preparation instructions. As applicable to the operation:

8.1.1 Minimum flight altitudes. A description of the method of determination and application of minimum altitudes including:

- (a) a procedure to establish the minimum altitudes/flight levels for visual flight rules (VFR) flights; and
- (b) a procedure to establish the minimum altitudes/flight levels for instrument flight rules (IFR) flights.

8.1.2 Criteria and responsibilities for determining the adequacy of aerodromes to be used.

8.1.3 Methods and responsibilities for establishing aerodrome operating minima. Reference should be made to procedures for the determination of the visibility and/or runway visual range (RVR) and for the applicability of the actual visibility observed by the pilots, the reported visibility and the reported RVR.

8.1.4 En-route operating minima for VFR flights or VFR portions of a flight and, where single-engined aircraft are used, instructions for route selection with respect to the availability of surfaces that permit a safe forced landing.

8.1.5 Presentation and application of aerodrome and en-route operating minima.

8.1.6 Interpretation of meteorological information. Explanatory material on the decoding of meteorological (MET) forecasts and MET reports relevant to the area of operations, including the interpretation of conditional expressions.

8.1.7 Determination of the quantities of fuel, oil and water methanol carried. The methods by which the quantities of fuel, oil and water methanol to be carried are determined and monitored in-flight. This section should also include instructions on the measurement and distribution of the fluid carried on board. Such instructions should take account of all circumstances likely to be encountered on the flight, including the possibility of in-flight re-planning and of failure of one or more of the aircraft's power plants. The system for maintaining fuel and oil records should also be described.

8.1.8 Mass and centre of gravity. The general principles of mass and centre of gravity including the following:

- (a) definitions;
- (b) methods, procedures and responsibilities for preparation and acceptance of mass and centre of gravity calculations;
- (c) the policy for using standard and/or actual masses;
- (d) the method for determining the applicable passenger, baggage and cargo mass;

- (e) the applicable passenger and baggage masses for various types of operations and aircraft type;
  - (f) general instructions and information necessary for verification of the various types of mass and balance documentation in use;
  - (g) last-minute changes procedures;
  - (h) specific gravity of fuel, oil and water methanol;
  - (i) seating policy/procedures;
  - (j) for helicopter operations, standard load plans.
- 8.1.9 Air traffic services (ATS) flight plan. Procedures and responsibilities for the preparation and submission of the ATS flight plan. Factors to be considered include the means of submission for both individual and repetitive flight plans.
- 8.1.10 Operational flight plan. Procedures and responsibilities for the preparation and acceptance of the operational flight plan. The use of the operational flight plan should be described, including samples of the operational flight plan formats in use.
- 8.1.11 Operator's aircraft technical log. The responsibilities and the use of the operator's aircraft technical log should be described, including samples of the format used.
- 8.1.12 List of documents, forms and additional information to be carried.
- 8.2 Ground handling instructions. As applicable to the operation:
- 8.2.1 Fuelling procedures. A description of fuelling procedures, including:
- (a) safety precautions during refuelling and defueling including when an auxiliary power unit is in operation or when rotors are running or when an engine is or engines are running and the prop-brakes are on;
  - (b) refuelling and defueling when passengers are embarking, on board or disembarking; and
  - (c) precautions to be taken to avoid mixing fuels.
- 8.2.2 Aircraft, passengers and cargo handling procedures related to safety. A description of the handling procedures to be used when allocating seats, embarking and disembarking passengers and when loading and unloading the aircraft. Further procedures, aimed at achieving safety whilst the aircraft is on the ramp, should also be given. Handling procedures should include:
- (a) special categories of passengers, including children/infants, persons with reduced mobility, inadmissible passengers, deportees and persons in custody;
  - (b) permissible size and weight of hand baggage;
  - (c) loading and securing of items in the aircraft;
  - (d) positioning of ground equipment;

- (e) operation of aircraft doors;
- (f) safety on the aerodrome/operating site, including fire prevention and safety in blast and suction areas;
- (g) start-up, ramp departure and arrival procedures, including, for aeroplanes, push-back and towing operations;
- (h) servicing of aircraft;
- (i) documents and forms for aircraft handling;
- (j) special loads and classification of load compartments; and
- (k) multiple occupancy of aircraft seats.

8.2.3 Procedures for the refusal of embarkation. Procedures to ensure that persons who appear to be intoxicated, or who demonstrates by manner or physical indications that they are under the influence of drugs, are refused embarkation. This does not apply to medical patients under proper care.

8.2.4 De-icing and anti-icing on the ground. A description of the de-icing and anti-icing policy and procedures for aircraft on the ground. These should include descriptions of the types and effects of icing and other contaminants on aircraft whilst stationary, during ground movements and during take-off. In addition, a description of the fluid types used should be given, including the following:

- (a) proprietary or commercial names,
- (b) characteristics,
- (c) effects on aircraft performance,
- (d) hold-over times,
- (e) precautions during usage.

8.3 Flight Procedures:

8.3.1 VFR/IFR Policy. A description of the policy for allowing flights to be made under VFR, or for requiring flights to be made under IFR, or for changing from one to the other.

8.3.2 Navigation Procedures. A description of all navigation procedures, relevant to the type(s) and area(s) of operation. Special consideration should be given to:

- (a) standard navigational procedures, including policy for carrying out independent cross-checks of keyboard entries where these affect the flight path to be followed by the aircraft; and
- (b) required navigation performance (RNP), minimum navigation performance specifications (MNPS) and polar navigation and navigation in other designated areas;
- (c) in-flight re-planning;

- (d) procedures in the event of system degradation; and
  - (e) reduced vertical separation minima (RVSM), for aeroplanes.
- 8.3.3 Altimeter setting procedures, including, where appropriate, use of:
- (a) metric altimetry and conversion tables; and
  - (b) QFE operating procedures.
- 8.3.4 Altitude alerting system procedures for aeroplanes or audio voice alerting devices for helicopters.
- 8.3.5 Ground proximity warning system (GPWS)/terrain avoidance warning system (TAWS), for aeroplanes. Procedures and instructions required for the avoidance of controlled flight into terrain, including limitations on high rate of descent near the surface.
- 8.3.6 Policy and procedures for the use of traffic collision avoidance system (TCAS)/airborne collision avoidance system (ACAS) for aeroplanes and, when applicable, for helicopters.
- 8.3.7 Policy and procedures for in-flight fuel management.
- 8.3.8 Adverse and potentially hazardous atmospheric conditions. Procedures for operating in, and/or avoiding, adverse and potentially hazardous atmospheric conditions, including the following:
- (a) thunderstorms,
  - (b) icing conditions,
  - (c) turbulence,
  - (d) wind shear,
  - (e) jet stream,
  - (f) volcanic ash clouds,
  - (g) heavy precipitation,
  - (h) sand storms,
  - (i) mountain waves,
  - (j) significant temperature inversions.
- 8.3.9 Wake turbulence. Wake turbulence separation criteria, taking into account aircraft types, wind conditions and runway/final approach and take-off area (FATO) location. For helicopters, consideration should also be given to rotor downwash.
- 8.3.10 Crew members at their stations. The requirements for crew members to occupy their assigned stations or seats during the different phases of flight or whenever deemed necessary in the interest of safety and, for aeroplane operations, including procedures for controlled rest in the flight crew compartment.

- 8.3.11 Use of restraint devices for crew and passengers. The requirements for crew members and passengers to use safety belts and/or restraint systems during the different phases of flight or whenever deemed necessary in the interest of safety.
- 8.3.12 Admission to flight crew compartment. The conditions for the admission to the flight crew compartment of persons other than the flight crew. The policy regarding the admission of inspectors from an authority should also be included.
- 8.3.13 Use of vacant crew seats. The conditions and procedures for the use of vacant crew seats.
- 8.3.14 Incapacitation of crew members. Procedures to be followed in the event of incapacitation of crew members in-flight. Examples of the types of incapacitation and the means for recognising them should be included.
- 8.3.15 Cabin safety requirements. Procedures:
  - (a) covering cabin preparation for flight, in-flight requirements and preparation for landing, including procedures for securing the cabin and galleys;
  - (b) to ensure that passengers are seated where, in the event that an emergency evacuation is required, they may best assist and not hinder evacuation from the aircraft;
  - (c) to be followed during passenger embarkation and disembarkation;
  - (d) when refuelling/defueling with passengers embarking, on board or disembarking;
  - (e) covering the carriage of special categories of passengers;
  - (f) covering smoking on board;
  - (g) covering the handling of suspected infectious diseases.
- 8.3.16 Passenger briefing procedures. The contents, means and timing of passenger briefing in accordance with BCAR-CAT.
- 8.3.17 Procedures for aircraft operated whenever required cosmic or solar radiation detection equipment is carried.
- 8.3.18 Policy on the use of autopilot and autothrottle for aircraft fitted with these systems.
- 8.4 Low visibility operations (LVO). A description of the operational procedures associated with LVO.
- 8.5 Extended-range operations with two-engined aeroplanes (ETOPS). A description of the ETOPS operational procedures.
- 8.6 Use of the minimum equipment and configuration deviation list(s).
- 8.7 Non-revenue flights. Procedures and limitations, for example, for the following:

- (a) non-commercial operations by AOC holders, a description of the differences to commercial operations,
  - (b) training flights,
  - (c) test flights,
  - (d) delivery flights,
  - (e) ferry flights,
  - (f) demonstration flights,
  - (g) positioning flights, including the kind of persons who may be carried on such flights.
- 8.8 Oxygen requirements:
- 8.8.1 An explanation of the conditions under which oxygen should be provided and used.
  - 8.8.2 The oxygen requirements specified for the following persons:
    - (a) flight crew;
    - (b) cabin crew;
    - (c) passengers.
- 9 DANGEROUS GOODS AND WEAPONS
- 9.1 Information, instructions and general guidance on the transport of dangerous goods, in accordance with Subpart G of BCAR-SPA (BCAR.SPA.DG), including:
- (a) operator's policy on the transport of dangerous goods;
  - (b) guidance on the requirements for acceptance, labelling, handling, stowage and segregation of dangerous goods;
  - (c) special notification requirements in the event of an accident or occurrence when dangerous goods are being carried;
  - (d) procedures for responding to emergency situations involving dangerous goods;
  - (e) duties of all personnel involved; and
  - (f) instructions on the carriage of the operator's personnel on cargo aircraft when dangerous goods are being carried.
- 9.2 The conditions under which weapons, munitions of war and sporting weapons may be carried.
- 10 SECURITY
- Security instructions, guidance, procedures, training and responsibilities, taking into account the Civil Aviation Act of Bhutan 2016. Some parts of the security instructions and guidance may be kept confidential.
- 11 HANDLING, NOTIFYING AND REPORTING ACCIDENTS, INCIDENTS AND OCCURRENCES

Procedures for handling, notifying and reporting accidents, incidents and occurrences. This section should include the following:

- (a) definition of accident, incident and occurrence and of the relevant responsibilities of all persons involved;
- (b) illustrations of forms to be used for reporting all types of accident, incident and occurrence (or copies of the forms themselves), instructions on how they are to be completed, the addresses to which they should be sent and the time allowed for this to be done;
- (c) in the event of an accident, descriptions of which departments, authorities and other organisations have to be notified, how this will be done and in what sequence;
- (d) procedures for verbal notification to air traffic service units of incidents involving ACAS resolution advisories (RAs), bird hazards, dangerous goods and hazardous conditions;
- (e) procedures for submitting written reports on air traffic incidents, ACAS RAs, bird strikes, dangerous goods incidents or accidents, and unlawful interference;
- (f) reporting procedures. These procedures should include internal safety-related reporting procedures to be followed by crew members, designed to ensure that the pilot-in-command/commander is informed immediately of any incident that has endangered, or may have endangered, safety during the flight, and that the pilot-in-command/commander is provided with all relevant information.
- (g) Procedures for the preservation of recordings following a reportable event.

**12 RULES OF THE AIR**

- (a) Visual and instrument flight rules,
- (b) Territorial application of the rules of the air,
- (c) Communication procedures, including communication-failure procedures,
- (d) Information and instructions relating to the interception of civil aircraft,
- (e) The circumstances in which a radio listening watch is to be maintained,
- (f) Signals,
- (g) Time system used in operation,
- (h) ATC clearances, adherence to flight plan and position reports,
- (i) Visual signals used to warn an unauthorised aircraft flying in or about to enter a restricted, prohibited or danger area,
- (j) Procedures for flight crew observing an accident or receiving a distress transmission,
- (k) The ground/air visual codes for use by survivors, and description and use of signal aids,
- (l) Distress and urgency signals.



13 LEASING/CODE-SHARE

A description of the operational arrangements for leasing and code-share, associated procedures and management responsibilities.

B AIRCRAFT OPERATING MATTERS — TYPE RELATED

Taking account of the differences between types/classes, and variants of types, under the following headings:

0 GENERAL INFORMATION AND UNITS OF MEASUREMENT

0.1 General information (e.g. aircraft dimensions), including a description of the units of measurement used for the operation of the aircraft type concerned and conversion tables.

1 LIMITATIONS

1.1 A description of the certified limitations and the applicable operational limitations should include the following:

- (a) certification status (e.g. EASA (supplemental) type certificate, environmental certification, etc.);
- (b) passenger seating configuration for each aircraft type, including a pictorial presentation;
- (c) types of operation that are approved (e.g. VFR/IFR, CAT II/III, RNP, flights in known icing conditions, etc.);
- (d) crew composition;
- (e) mass and centre of gravity;
- (f) speed limitations;
- (g) flight envelope(s);
- (h) wind limits, including operations on contaminated runways;
- (i) performance limitations for applicable configurations;
- (j) (runway) slope;
- (k) for aeroplanes, limitations on wet or contaminated runways;
- (l) airframe contamination;
- (m) system limitations.

2 NORMAL PROCEDURES

The normal procedures and duties assigned to the crew, the appropriate checklists, the system for their use and a statement covering the necessary coordination procedures between flight and cabin/other crew members. The normal procedures and duties should include the following:

- (a) pre-flight,
- (b) pre-departure,
- (c) altimeter setting and checking,

- (d) taxi, take-off and climb,
- (e) noise abatement,
- (f) cruise and descent,
- (g) approach, landing preparation and briefing,
- (h) VFR approach,
- (i) IFR approach,
- (j) visual approach and circling,
- (k) missed approach,
- (l) normal landing,
- (m) post-landing,
- (n) for aeroplanes, operations on wet and contaminated runways.

### 3 ABNORMAL AND/OR EMERGENCY PROCEDURES

The abnormal and/or emergency procedures and duties assigned to the crew, the appropriate checklists, the system for their use and a statement covering the necessary coordination procedures between flight and cabin/other crew members. The abnormal and/or emergency procedures and duties should include the following:

- (a) crew incapacitation,
- (b) fire and smoke drills,
- (c) for aeroplanes, un-pressurised and partially pressurised flight,
- (d) for aeroplanes, exceeding structural limits such as overweight landing,
- (e) lightning strikes,
- (f) distress communications and alerting ATC to emergencies,
- (g) engine/burner failure,
- (h) system failures,
- (i) guidance for diversion in case of serious technical failure,
- (j) ground proximity warning, including for helicopters audio voice alerting device (AVAD) warning,
- (k) ACAS/TCAS warning for aeroplanes/audio voice alerting device (AVAD) warning for helicopters,
- (l) windshear,
- (m) emergency landing/ditching,
- (n) for aeroplanes, departure contingency procedures.

4 PERFORMANCE

4.0 Performance data should be provided in a form that can be used without difficulty.

4.1 Performance data. Performance material that provides the necessary data for compliance with the performance requirements prescribed in BCAR-CAT. For aeroplanes, this performance data should be included to allow the determination of the following:

- (a) take-off climb limits — mass, altitude, temperature;
- (b) take-off field length (for dry, wet and contaminated runway conditions);
- (c) net flight path data for obstacle clearance calculation or, where applicable, take-off flight path;
- (d) the gradient losses for banked climb-outs;
- (e) en-route climb limits;
- (f) approach climb limits;
- (g) landing climb limits;
- (h) landing field length (for dry, wet and contaminated runway conditions) including the effects of an in-flight failure of a system or device, if it affects the landing distance;
- (i) brake energy limits;
- (j) speeds applicable for the various flight stages (also considering dry, wet and contaminated runway conditions).

4.1.1 Supplementary data covering flights in icing conditions. Any certified performance related to an allowable configuration, or configuration deviation, such as anti-skid inoperative.

4.1.2 If performance data, as required for the appropriate performance class, are not available in the AFM, then other data should be included. The OM may contain cross-reference to the data contained in the AFM where such data are not likely to be used often or in an emergency.

4.2 Additional performance data for aeroplanes. Additional performance data, where applicable, including the following:

- (a) all engine climb gradients,
- (b) drift-down data,
- (c) effect of de-icing/anti-icing fluids,
- (d) flight with landing gear down,
- (e) for aircraft with 3 or more engines, one-engine-inoperative ferry flights,
- (f) flights conducted under the provisions of the configuration deviation list (CDL).

5 FLIGHT PLANNING

- 5.1 Data and instructions necessary for pre-flight and in-flight planning including, for aeroplanes, factors such as speed schedules and power settings. Where applicable, procedures for engine(s)-out operations, ETOPS (particularly the one-engine-inoperative cruise speed and maximum distance to an adequate aerodrome determined in accordance with BCAR-CAT) and flights to isolated aerodromes should be included.
- 5.2 The method for calculating fuel needed for the various stages of flight.
- 5.3 When applicable, for aeroplanes, performance data for ETOPS critical fuel reserve and area of operation, including sufficient data to support the critical fuel reserve and area of operation calculation based on approved aircraft performance data. The following data should be included:
- (a) detailed engine(s)-inoperative performance data, including fuel flow for standard and non-standard atmospheric conditions and as a function of airspeed and power setting, where appropriate, covering:
    - (i) drift down (includes net performance), where applicable;
    - (ii) cruise altitude coverage including 10 000 ft;
    - (iii) holding;
    - (iv) altitude capability (includes net performance); and
    - (v) missed approach;
  - (b) detailed all-engine-operating performance data, including nominal fuel flow data, for standard and non-standard atmospheric conditions and as a function of airspeed and power setting, where appropriate, covering:
    - (i) cruise (altitude coverage including 10 000 ft); and
    - (ii) holding;
  - (c) details of any other conditions relevant to ETOPS operations which can cause significant deterioration of performance, such as ice accumulation on the unprotected surfaces of the aircraft, ram air turbine (RAT) deployment, thrust-reverser deployment, etc.; and
  - (d) the altitudes, airspeeds, thrust settings, and fuel flow used in establishing the ETOPS area of operations for each airframe-engine combination should be used in showing the corresponding terrain and obstruction clearances in accordance with BCAR-CAT.

6 MASS AND BALANCE

Instructions and data for the calculation of the mass and balance, including the following:

- (a) calculation system (e.g. index system);
- (b) information and instructions for completion of mass and balance documentation, including manual and computer generated types;

- (c) limiting masses and centre of gravity for the types, variants or individual aircraft used by the operator;
- (d) dry operating mass and corresponding centre of gravity or index.

**7 LOADING**

Procedures and provisions for loading and unloading and securing the load in the aircraft.

**8 CONFIGURATION DEVIATION LIST**

The CDL(s), if provided by the manufacturer, taking account of the aircraft types and variants operated, including procedures to be followed when an aircraft is being dispatched under the terms of its CDL.

**9 MINIMUM EQUIPMENT LIST (MEL)**

The MEL for each aircraft type or variant operated and the type(s)/area(s) of operation. The MEL should also include the dispatch conditions associated with operations required for a specific approval (e.g. RNAV, RNP, RVSM, ETOPS). Consideration should be given to using the ATA number system when allocating chapters and numbers.

**10 SURVIVAL AND EMERGENCY EQUIPMENT INCLUDING OXYGEN**

10.1 A list of the survival equipment to be carried for the routes to be flown and the procedures for checking the serviceability of this equipment prior to take-off. Instructions regarding the location, accessibility and use of survival and emergency equipment and its associated checklist(s) should also be included.

10.2 The procedure for determining the amount of oxygen required and the quantity that is available. The flight profile, number of occupants and possible cabin decompression should be considered.

**11 EMERGENCY EVACUATION PROCEDURES**

11.1 Instructions for preparation for emergency evacuation, including crew coordination and emergency station assignment.

11.2 Emergency evacuation procedures. A description of the duties of all members of the crew for the rapid evacuation of an aircraft and the handling of the passengers in the event of a forced landing, ditching or other emergency.

**12 AIRCRAFT SYSTEMS**

A description of the aircraft systems, related controls and indications and operating instructions. Consideration should be given to use the ATA number system when allocating chapters and numbers.

**C ROUTE/ROLE/AREA AND AERODROME/OPERATING SITE INSTRUCTIONS AND INFORMATION**

1 Instructions and information relating to communications, navigation and aerodromes/operating sites, including minimum flight levels and altitudes for each route to be flown and operating minima for each aerodrome/operating site planned to be used, including the following:

- (a) minimum flight level/altitude;

- (b) operating minima for departure, destination and alternate aerodromes;
- (c) communication facilities and navigation aids;
- (d) runway/final approach and take-off area (FATO) data and aerodrome/operating site facilities;
- (e) approach, missed approach and departure procedures including noise abatement procedures;
- (f) communication-failure procedures;
- (g) search and rescue facilities in the area over which the aircraft is to be flown;
- (h) a description of the aeronautical charts that should be carried on board in relation to the type of flight and the route to be flown, including the method to check their validity;
- (i) availability of aeronautical information and MET services;
- (j) en-route communication/navigation procedures;
- (k) aerodrome/operating site categorisation for flight crew competence qualification;
- (l) special aerodrome/operating site limitations (performance limitations and operating procedures, etc.).

**D TRAINING**

- 1 Description of scope: Training syllabi and checking programmes for all operations personnel assigned to operational duties in connection with the preparation and/or conduct of a flight.
- 2 Content: Training syllabi and checking programmes should include the following:
  - 2.1 for flight crew, all relevant items prescribed in BCAR-CAT, BCAR-SPA and BCAR.ORO.FC;
  - 2.2 for cabin crew, all relevant items prescribed in BCAR-CAT, BCAR-CC of BANRs and BCAR.ORO.CC;
  - 2.3 for technical crew, all relevant items prescribed in BCAR-CAT, BCAR-SPA and BCAR.ORO.TC;
  - 2.4 for operations personnel concerned, including crew members:
    - (a) all relevant items prescribed in BCAR.SPA.DG Subpart G of BCAR.SPA.DG; and
    - (b) all relevant items prescribed in BCAR-CAT and BCAR.ORO.SEC; and
  - 2.5 for operations personnel other than crew members (e.g. dispatcher, handling personnel, etc.), all other relevant items prescribed in BCAR-CAT and in this Part pertaining to their duties.
- 3 Procedures:
  - 3.1 Procedures for training and checking.
  - 3.2 Procedures to be applied in the event that personnel do not achieve or maintain the required standards.

- 3.3 Procedures to ensure that abnormal or emergency situations requiring the application of part or all of the abnormal or emergency procedures, and simulation of instrument meteorological conditions (IMC) by artificial means are not simulated during CAT operations.
  - 4 Description of documentation to be stored and storage periods.
- (b) Notwithstanding (a), an OM that is compiled in accordance with BCAR-Air Operations may be considered to be compliant.
- (c) If there are sections that, because of the nature of the operation, do not apply, it is recommended that operators maintain the numbering system described in BCAR.ORO.MLR.101 and above and insert 'Not applicable' or 'Intentionally blank' where appropriate.

#### AMC4 BCAR.ORO.MLR.100 Operations manual — General

##### CONTENTS – COMMERCIAL SPECIALISED OPERATIONS

- (a) The OM should contain at least the following information, where applicable, as relevant to the area and type of operation:

##### A GENERAL/BASIC

For chapters 0-7 refer to AMC3 BCAR.ORO.MLR.100.

In addition:

- 6.2 The relevant regulations and guidance to crew members concerning dangerous goods used for specialised tasks (pesticides and chemicals, etc.).
- 8 OPERATING PROCEDURES
  - 8.1 Flight preparation instructions. As applicable to the operation:
    - 8.1.1 General procedures;
    - 8.1.2 Minimum flight altitudes. A description of the method of determination and application of minimum altitudes, including a procedure to establish the minimum altitudes/flight levels;
    - 8.1.3 Criteria and responsibilities for determining the adequacy of aerodromes/operating sites to be used;
    - 8.1.4 Interpretation of meteorological information. Explanatory material on the decoding of MET forecasts and MET reports relevant to the area of operations, including the interpretation of conditional expressions;
    - 8.1.5 Determination of the quantities of fuel, oil and water methanol carried. The methods by which the quantities of fuel, oil and water methanol to be carried are determined and monitored in-flight. The system for maintaining fuel and oil records should also be described;
    - 8.1.6 Procedure for the determination of the mass of loads, the calculation of performance margins and the centre of gravity;

- 8.1.7 Emergency procedures, e.g. load, fuel or chemical jettison (to include the actions of all personnel);
- 8.1.8 System for supply of NOTAMS, meteorological and other safety-critical information both at the base and in field locations;
- 8.1.9 Mandatory equipment for specific tasks (mirror, cargo sling, load cell, special radio equipment, radar altimeters, etc.);
- 8.1.10 Guidance on the CDL and MEL;
- 8.1.11 Policy on completion and carriage of documents including operator's aircraft technical log and journey log, or equivalent;
- 8.1.12 Any task-specific standard operating procedures not covered above.
- 8.2 Ground handling instructions. As applicable to the operation:
  - 8.2.1 Briefing requirements for in-flight and ground task specialists;
  - 8.2.2 Decontamination procedures;
  - 8.2.3 Fuelling procedures, including safety precautions during refuelling and defueling including quality checks required in the field location, precautions against spillage and environmental damage;
  - 8.2.4. De-icing and anti-icing on the ground. A description of the de-icing and anti-icing policy and procedures for aircraft on the ground.
- 8.3 Flight procedures. As applicable to the operation:
  - 8.3.1 Procedures relevant to the aircraft type, specific task and area;
  - 8.3.2 Altimeter setting procedures;
  - 8.3.3 Actions following alerts from audio warning devices;
  - 8.3.4 GPWS/TAWS for aeroplanes. Procedures and instructions required for the avoidance of controlled flight into terrain, including limitations on high rate of descent near the surface (the related training requirements are covered in OM-D 2.1);
  - 8.3.5 Policy and procedures for the use of TCAS/ACAS for aeroplanes and, when applicable, for helicopters;
  - 8.3.6 Policy and procedures for in-flight fuel management;
  - 8.3.7 Procedures for operating in adverse and potentially hazardous atmospheric conditions;
  - 8.3.8 Wake turbulence and rotor downwash for helicopters;
  - 8.3.9 Use of restraint devices;
  - 8.3.10 Policy on the use of vacant seats;
  - 8.3.11 Cabin safety requirements including smoking.
- 8.4 Task-specific weather limitations.



- 8.5 Use of the minimum equipment and configuration deviation list(s).
  - 8.6 Oxygen requirements. An explanation of the conditions under which oxygen should be provided and used (altitude, exposure times, night etc.).
  - 9 DANGEROUS GOODS AND WEAPONS
    - 9.1 Information, instruction and general guidance on the transport of dangerous goods as internal or external loads, including:
      - 9.1.1 The operator's policy on the transport of dangerous goods;
      - 9.1.2 Guidance on the requirements for acceptance, labelling, handling, stowage, and segregation of dangerous goods;
      - 9.1.3 Procedures for responding to emergency situations involving dangerous goods;
      - 9.1.4 Duties of all personnel involved; and
      - 9.1.5 Instructions on carriage of the operator's personnel on cargo aircraft when dangerous goods are being carried.
    - 9.2 The conditions under which weapons, munitions of war and sporting weapons may be carried.
  - 10 SECURITY

Security instructions, guidance, procedures, training and responsibilities, taking into account the Civil Aviation Act of Bhutan 2016. Some parts of the security instructions and guidance may be kept confidential.
  - 11 HANDLING, NOTIFYING AND REPORTING ACCIDENTS, INCIDENTS AND OCCURRENCES

Procedures for the handling, notifying and reporting of accidents and occurrences. This section should include:

    - 11.1 Definitions of accidents and occurrences and responsibilities of all persons involved;
    - 11.2 Reporting procedures (including any mandatory forms); and
    - 11.3 Special notification when dangerous goods are carried.
  - 12 RULES OF THE AIR

In addition to the items referred to in AMC3 BCAR.ORO.MLR.100, territorial procedures for obtaining permissions and exemptions, e.g. for underslung loads and low flying clearances.
  - 13 LEASING

Refer to AMC3 BCAR.ORO.MLR.100.
- B AIRCRAFT OPERATING MATTERS — TYPE RELATED**  
For chapters 0-1 refer to AMC3 BCAR.ORO.MLR.100.
- 2 NORMAL PROCEDURES

- The normal procedures and duties assigned to the crew, the appropriate checklists and the system for their use, including any task or specific role equipment procedures not contained in the AFM.
- 3 ABNORMAL AND/OR EMERGENCY PROCEDURES
- The abnormal and/or emergency procedures and duties assigned to the crew, the appropriate checklists and the system for their use, including any task or specific role equipment emergency procedures not contained in the AFM.
- 4 PERFORMANCE
- 4.1 Performance data should be provided in a form in which it can be used without difficulty.
- 4.2 Performance data. Performance material which provides the necessary data for compliance with the performance requirements prescribed in BCAR-SPO.
- 5 FLIGHT PLANNING
- 5.1 Data and instructions necessary for pre-flight and in-flight planning.
- 5.2 Procedures for specialised tasks.
- 6 MASS AND BALANCE
- Instructions and data for the calculation of the mass and balance, including:
- 6.1 Calculation system (e.g. index system);
- 6.2 Information and instructions for completion of mass and balance documentation; and
- 6.3 Limitations.
- 7 LOADING
- Refer to AMC3 BCAR.ORO.MLR.100.
- 8 CONFIGURATION DEVIATION LIST (CDL)
- Refer to AMC3 BCAR.ORO.MLR.100.
- 9 MINIMUM EQUIPMENT LIST (MEL)
- The MEL for each aircraft type or variant operated and the type(s)/area(s) of operation. It should also contain procedures to be followed when an aircraft is being dispatched with one or more inoperative items, in accordance with the MEL.
- 10 SURVIVAL AND EMERGENCY EQUIPMENT INCLUDING OXYGEN
- 10.1 A list of the survival equipment to be carried, taking into account the nature of the area of operation, such as a hostile or a non-hostile environment.
- 10.2 A checklist for assessing the serviceability of the equipment and instructions for its use prior to take-off.

- 10.3 The procedure for determining the amount of oxygen required and the quantity that is available.
- 11 EMERGENCY EVACUATION PROCEDURES
- 11.1 Emergency evacuation procedures, crew coordination and occupant handling in the event of a forced landing, ditching or other emergency.
- 12 AIRCRAFT SYSTEMS
- A description of the aircraft systems and all equipment specific to the tasks. Additional equipment, systems or fitting, related special procedures including any supplements to the AFM.
- C TASKS AND OPERATING AREAS INSTRUCTIONS AND INFORMATION
- Specific instructions related to the specialised tasks and operating areas in accordance with AMC3 BCAR.ORO.MLR.100.
- D TRAINING
- 1 Training syllabi and checking programmes for all operations personnel assigned to operational duties in connection with the preparation and/or conduct of a flight.
- 2 Training syllabi and checking programmes should include:
- 2.1 For flight crew, all relevant items prescribed in BCAR-SPO, BCAR-SPA and this Part;
- 2.2 For other crew members, all relevant items prescribed in BCAR-SPO and this Part, as applicable;
- 2.3 For in-flight and ground task specialists concerned, including crew members:
- a. All relevant items prescribed in BCAR.SPA.DG; and
- b. All relevant items prescribed in BCAR-SPO and BCAR.ORO.SEC; and
- 2.4 For operations personnel other than crew members, all other relevant items pertaining to their duties prescribed in BCAR-SPO and this Part.
- 3 Procedures:
- 3.1 Procedures for training and checking.
- 3.2 Procedures to be applied in the event that personnel do not achieve or maintain the required standards.
- 3.3 A system for tracking expiry dates for qualifications, checks, tests, recency and licences.
- 4 Description of documentation to be stored and storage periods.
- (b) If there are sections that, because of the nature of the operation, do not apply, it is recommended that operators maintain the numbering system described in BCAR.ORO.MLR.101 and above and insert 'Not applicable' or 'Intentionally blank' where appropriate.

**GM1 BCAR.ORO.MLR.100(k) Operations manual — general**

**HUMAN FACTORS PRINCIPLES**

Guidance material on the application of human factors principles can be found in the ICAO Human Factors Training Manual (Doc 9683).

**BCAR.ORO.MLR.101 Operations manual — structure for commercial air transport**

Except for operations with single engined propeller-driven aeroplanes with a MOPSC of 5 or single engined non-complex helicopters with a MOPSC of 5, taking off and landing at the same aerodrome or operating site, under VFR by day, and for operations with sailplanes and balloons, the main structure of the OM shall be as follows:

- (a) Part A: General/Basic, comprising all non-type-related operational policies, instructions and procedures;
- (b) Part B: Aircraft operating matters, comprising all type-related instructions and procedures, taking into account differences between types/classes, variants or individual aircraft used by the operator;
- (c) Part C: Commercial air transport operations, comprising route/role/area and aerodrome/operating site instructions and information;
- (d) Part D: Training, comprising all training instructions for personnel required for a safe operation.

**BCAR.ORO.MLR.105 Minimum equipment list**

- (a) A minimum equipment list (MEL) shall be established as specified under applicable requirements, based on the relevant master minimum equipment list (MMEL).
- (b) The MEL and any amendments thereto shall be approved by BCAA.
- (c) The operator shall amend the MEL after any applicable change to the MMEL within the acceptable timescales.
- (d) In addition to the list of items, the MEL shall contain:
  - (1) a preamble, including guidance and definitions for flight crews and maintenance personnel using the MEL;
  - (2) the revision status of the MMEL upon which the MEL is based and the revision status of the MEL;
  - (3) the scope, extent and purpose of the MEL.
- (e) The operator shall:
  - (1) establish rectification intervals for each inoperative instrument, item of equipment or function listed in the MEL. The rectification interval in the MEL shall not be less restrictive than the corresponding rectification interval in the MMEL;
  - (2) establish an effective rectification programme;
  - (3) only operate the aircraft after expiry of the rectification interval specified in the MEL when:
    - (i) the defect has been rectified; or

- (ii) the rectification interval has been extended in accordance with (f).
- (f) Subject to approval of BCAA, the operator may use a procedure for the one time extension of category B, C and D rectification intervals, provided that:
  - (1) the extension of the rectification interval is within the scope of the MMEL for the aircraft type;
  - (2) the extension of the rectification interval is, as a maximum, of the same duration as the rectification interval specified in the MEL;
  - (3) the rectification interval extension is not used as a normal means of conducting MEL item rectification and is used only when events beyond the control of the operator have precluded rectification;
  - (4) a description of specific duties and responsibilities for controlling extensions is established by the operator;
  - (5) BCAA is notified of any extension of the applicable rectification interval; and
  - (6) a plan to accomplish the rectification at the earliest opportunity is established.
- (g) The operator shall establish the operational and maintenance procedures referenced in the MEL taking into account the operational and maintenance procedures referenced in the MMEL. These procedures shall be part of the operator's manual or MEL.
- (h) The operator shall amend the operational and maintenance procedures referenced in the MEL after any applicable change to the operational and maintenance procedures referenced in the MMEL.
- (i) Unless otherwise specified in the MEL, the operator shall complete:
  - (1) the operational procedures referenced in the MEL when planning for and/or operating with the listed item inoperative; and
  - (2) the maintenance procedures referenced in the MEL prior to operating with the listed item inoperative.
- (j) Subject to a specific case-by-case approval by BCAA, the operator may operate an aircraft with inoperative instruments, items of equipment or functions outside the constraints of the MEL but within the constraints of the MMEL, provided that:
  - (1) the concerned instruments, items of equipment or functions are within the scope of the MMEL as defined in point (a);
  - (2) the approval is not used as a normal means of conducting operations outside the constraints of the approved MEL and is used only when events beyond the control of the operator have precluded the MEL compliance;
  - (3) a description of specific duties and responsibilities for controlling the operation of the aircraft under such approval is established by the operator; and
  - (4) a plan to rectify the inoperative instruments, items of equipment or functions or to return operating the aircraft under the MEL constraints at the earliest opportunity is established

**GM1 BCAR.ORO.MLR.105(a) Minimum equipment list**

**GENERAL**

- (a) The Minimum Equipment List (MEL) is a document that lists the equipment that may be temporarily inoperative, subject to certain conditions, at the commencement of flight. This document is prepared by the operator for their own particular aircraft taking account of their aircraft configuration and all those individual variables that cannot be addressed at MMEL level, such as operating environment, route structure, geographic location, aerodromes where spare parts and maintenance capabilities are available, etc., in accordance with a procedure approved by the competent authority.
- (b) The MMEL, as defined in the mandatory part of the operational suitability data established in accordance with applicable rules and regulations, is developed in compliance with CS-MMEL or CS-GEN-MMEL. These Certification Specifications contain, among other, guidance intended to standardise the level of relief granted in MMELs, in particular for items that are subject to operational requirements. If a MMEL established as part of the operational suitability data is not available and items subject to operational requirements are listed in the available MMEL without specific relief or dispatch conditions but only with a reference to the operational requirements, the operator may refer to CS-MMEL or CS-GEN-MMEL guidance material, as applicable, to develop the relevant MEL content for such items.

**NON-SAFETY-RELATED EQUIPMENT**

- (a) Most aircraft are designed and certified with a significant amount of equipment redundancy, such that the airworthiness requirements are satisfied by a substantial margin. In addition, aircraft are generally fitted with equipment that is not required for safe operation under all operating conditions, e.g. instrument lighting in day VMC.
- (b) All items related to the airworthiness, or required for the safe operation of the aircraft and not included in the list are automatically required to be operative.
- (c) Equipment, such as entertainment systems or galley equipment, may be installed for passenger convenience. If this non-safety-related equipment does not affect the airworthiness or operation of the aircraft when inoperative, it does not require a rectification interval, and need not be listed in the operator's MEL, if it is not addressed in the MMEL. The exceptions to this are as follows:
  - (1) Where non-safety-related equipment serves a second function, such as movie equipment being used for cabin safety briefings, operators should develop and include operational contingency procedures in the MEL in case of an equipment malfunction.
  - (2) Where non-safety-related equipment is part of another aircraft system, for example the electrical system, procedures should be developed and included in the MEL for deactivating and securing in case of malfunction. In these cases, the item should be listed in the MEL, with compensating provisions and deactivation instructions if applicable. The rectification interval will be dependent on the secondary function of the item and the extent of its effect on other systems.
- (d) If the operator chooses to list non-safety-related equipment in the MEL, not listed in the MMEL, they should include a rectification interval category. These items may be given a 'D' category rectification interval provided any applicable (M) procedure (in the case of electrically supplied items) is applied.

- (e) Operators should establish an effective decision making process for failures that are not listed to determine if they are related to airworthiness and required for safe operation. In order for inoperative installed equipment to be considered non-safety-related, the following criteria should be considered:
- (1) the operation of the aircraft is not adversely affected such that standard operating procedures related to ground personnel, and crew members are impeded;
  - (2) the condition of the aircraft is not adversely affected such that the safety of passengers and/or personnel is jeopardised;
  - (3) the condition of the aircraft is configured to minimise the probability of a subsequent failure that may cause injury to passengers/personnel and/or cause damage to the aircraft;
  - (4) the condition does not include the use of required emergency equipment and does not impact emergency procedures such that personnel could not perform them.

**AMC1 BCAR.ORO.MLR.105(c) Minimum equipment list**

**AMENDMENTS TO THE MEL FOLLOWING CHANGES TO THE MMEL — APPLICABLE CHANGES AND ACCEPTABLE TIMESCALES**

- (a) The following are applicable changes to the MMEL that require amendment of the MEL:
- (1) a reduction of the rectification interval;
  - (2) change of an item, only when the change is applicable to the aircraft or type of operations and is more restrictive.
- (b) An acceptable timescale for submitting the amended MEL to the BCAA is 90 days from the effective date specified in the approved change to the MMEL.
- (c) Reduced timescales for the implementation of safety-related amendments may be required if the BCAA consider it necessary.

**AMC1 BCAR.ORO.MLR.105(d) Minimum equipment list**

**MEL FORMAT**

- (a) The MEL format and the presentation of items and dispatch conditions should reflect those of the MMEL.
- (b) The ATA 100/2200 Specification numbering system for MEL items is preferred.
- (c) Other formats and item numbering systems may be used provided they are clear and unambiguous.

**AMC1 BCAR.ORO.MLR.105(d)(1) Minimum equipment list**

**MEL PREAMBLE**

The MEL preamble should:

- (a) reflect the content of the MMEL preamble as applicable to the MEL scope and extent;
- (b) contain terms and definitions used in the MEL;
- (c) contain any other relevant specific information for the MEL scope and use that is not originally provided in the MMEL;
- (d) provide guidance on how to identify the origin of a failure or malfunction to the extent necessary for appropriate application of the MEL;
- (e) contain guidance on the management of multiple unserviceabilities, based on the guidance given in the MMEL; and
- (f) contain guidance on placarding of inoperative items to inform crew members of equipment condition, as appropriate. In particular, when such items are accessible to the crew during flight, the control(s) and indicator(s) related to inoperative unit(s) should be clearly placarded.

**AMC1 BCAR.ORO.MLR.105(d)(3) Minimum equipment list**

**SCOPE OF THE MEL**

The MEL should include:

- (a) The dispatch conditions associated with flights conducted in accordance with special approvals held by the operator in accordance with Part-SPA.
- (b) Specific provision for particular types of operations carried out by the operator.

**AMC2 BCAR.ORO.MLR.105(d)(3) Minimum equipment list**

**EXTENT OF THE MEL**

The operator should include guidance in the MEL on how to deal with any failures that occur between the commencement of the flight and the start of the take-off. If a failure occurs between the commencement of the flight and the start of the take-off, any decision to continue the flight should be subject to pilot judgement and good airmanship. The pilot-in-command/commander may refer to the MEL before any decision to continue the flight is taken.

**GM1 BCAR.ORO.MLR.105(d)(3) Minimum equipment list**

**SCOPE OF THE MEL**

- (a) Examples of special approvals in accordance with BCAR-SPA may be:
  - (1) RVSM,
  - (2) ETOPS,
  - (3) LVO.
- (b) Examples of operations carried out by the operator in accordance with BCAR.ORO.AOC.125 may be:
  - (1) crew training,
  - (2) positioning flights,



- (3) demonstration flights.
- (c) When an aircraft has installed equipment which is not required for the operations conducted, the operator may wish to delay rectification of such items for an indefinite period. Such cases are considered to be out of the scope of the MEL, therefore modification of the aircraft is appropriate and deactivation, inhibition or removal of the item should be accomplished by an appropriate approved modification procedure.

#### **GM2 BCAR.ORO.MLR.105(d)(3) Minimum equipment list**

##### **PURPOSE OF THE MEL**

The MEL is an alleviating document having the purpose to identify the minimum equipment and conditions to operate safely an aircraft having inoperative equipment. Its purpose is not, however, to encourage the operation of aircraft with inoperative equipment. It is undesirable for aircraft to be dispatched with inoperative equipment and such operations are permitted only as a result of careful analysis of each item to ensure that an acceptable level of safety, as intended in the applicable airworthiness and operational requirements is maintained. The continued operation of an aircraft in this condition should be minimised.

#### **GM1 BCAR.ORO.MLR.105(e);(f) Minimum equipment list**

##### **RECTIFICATION INTERVAL (RI)**

The definitions and categories of rectification intervals are provided in CS-MMEL.

#### **AMC1 BCAR.ORO.MLR.105(f) Minimum equipment list**

##### **RECTIFICATION INTERVAL EXTENSION (RIE) — OPERATOR PROCEDURES FOR THE APPROVAL BY THE BCAA**

- (a) The operator's procedures to address the extension of rectification intervals and ongoing surveillance to ensure compliance should provide the BCAA with details of the name and position of the nominated personnel responsible for the control of the operator's rectification interval extension (RIE) procedures and details of the specific duties and responsibilities established to control the use of RIEs.
- (b) Personnel authorising RIEs should be adequately trained in technical and/or operational disciplines to accomplish their duties. They should have the necessary operational knowledge in terms of operational use of the MEL as alleviating documents by flight crew and maintenance personnel and engineering competence. The authorising personnel should be listed by appointment and name.
- (c) The operator should notify the BCAA within 1 month of the extension of the applicable rectification interval or within the appropriate timescales specified by the approved procedure for the RIE.

- (d) The notification should be made in a form determined by the BCAA and should specify the original defect, all such uses, the reason for the RIE and the reasons why rectification was not carried out within the original rectification interval.

**GM1 BCAR.ORO.MLR.105(f) Minimum equipment list**

**RECTIFICATION INTERVAL EXTENSION (RIE)**

Procedures for the extension of rectification intervals should only be applied under certain conditions, such as a shortage of parts from manufacturers or other unforeseen situations (e.g. inability to obtain equipment necessary for proper troubleshooting and repair), in which case the operator may be unable to comply with the specified rectification intervals.

**AMC1 BCAR.ORO.MLR.105(g) Minimum equipment list**

**OPERATIONAL AND MAINTENANCE PROCEDURES**

- (a) The operational and maintenance procedures referenced in the MEL should be based on the operational and maintenance procedures referenced in the MMEL. Modified procedures may, however, be developed by the operator when they provide the same level of safety, as required by the MMEL. Modified maintenance procedures should be developed in accordance with applicable rules and regulations.
- (b) Providing appropriate operational and maintenance procedures referenced in the MEL, regardless of who developed them, is the responsibility of the operator.
- (c) Any item in the MEL requiring an operational or maintenance procedure to ensure an acceptable level of safety should be so identified in the 'remarks' or 'exceptions' column/part/section of the MEL. This will normally be '(O)' for an operational procedure, or '(M)' for a maintenance procedure. '(O)(M)' means both operational and maintenance procedures are required.
- (d) The satisfactory accomplishment of all procedures, regardless of who performs them, is the responsibility of the operator.

**GM1 BCAR.ORO.MLR.105(g) Minimum equipment list**

**OPERATIONAL AND MAINTENANCE PROCEDURES**

- (a) Operational and maintenance procedures are an integral part of the compensating conditions needed to maintain an acceptable level of safety, enabling the BCAA to approve the MEL. The BCAA may request presentation of fully developed (O) and/or (M) procedures in the course of the MEL approval process.
- (b) Normally, operational procedures are accomplished by the flight crew; however, other personnel may be qualified and authorised to perform certain functions.
- (c) Normally, maintenance procedures are accomplished by the maintenance personnel; however, other personnel may be qualified and authorised to perform certain functions in accordance with applicable rules and regulations.

- (d) Operator's manuals may include the OM, the continued airworthiness management organisation manual (CAME) or other documents. Operational and maintenance procedures, regardless of the document where they are contained, should be readily available for use when needed for the application of the MEL.
- (e) Unless specifically permitted by a maintenance procedure, an inoperative item may not be removed from the aircraft.

**AMC1 BCAR.ORO.MLR.105(h) Minimum equipment list**

**OPERATIONAL AND MAINTENANCE PROCEDURES — APPLICABLE CHANGES**

- (a) Changes to the operational and maintenance procedures referenced in the MMEL are considered applicable and require the amendment of the maintenance and operating procedures referenced in the MEL when:
  - (1) the modified procedure is applicable to the operator's MEL; and
  - (2) the purpose of this change is to improve compliance with the intent of the associated MMEL dispatch condition.
- (b) An acceptable timescale for the amendments of maintenance and operating procedures, as defined in (a), should be 90 days from the date when the amended procedures referenced in the MMEL are made available. Reduced timescales for the implementation of safety related amendments may be required if the BCAA considers it necessary.

**AMC1 BCAR.ORO.MLR.105(j) Minimum equipment list**

**OPERATION OF AN AIRCRAFT WITHIN THE CONSTRAINTS OF THE MMEL — OPERATOR'S PROCEDURES FOR THE APPROVAL BY THE BCAA**

- (a) The operator's procedures to address the operation of an aircraft outside the constraints of the MEL but within the constraints of the MMEL and ongoing surveillance to ensure compliance should provide the BCAA with details of the name and position of the nominated personnel responsible for the control of the operations under such conditions and details of the specific duties and responsibilities established to control the use of the approval.
- (b) Personnel authorising operations under such approval should be adequately trained in technical and operational disciplines to accomplish their duties. They should have the necessary operational knowledge in terms of operational use of the MEL as alleviating documents by flight crew and maintenance personnel and engineering competence. The authorising personnel should be listed by appointment and name.

**GM1 BCAR.ORO.MLR.105(j) Minimum equipment list**

**OPERATION OF AN AIRCRAFT WITHIN THE CONSTRAINTS OF THE MMEL — OPERATOR'S PROCEDURES FOR THE APPROVAL BY THE BCAA**

Procedures for the operation of an aircraft outside the constraints of the MEL but within the constraints of the MMEL should only be applied under certain conditions, such as a shortage of parts

from manufacturers or other unforeseen situations (e.g. inability to obtain equipment necessary for proper troubleshooting and repair), in which case the operator may be unable to comply with the constraints specified in the MEL.

#### **BCAR.ORO.MLR.110 Journey log**

Particulars of the aircraft, its crew and each journey shall be retained for each flight, or series of flights, in the form of a journey log, or equivalent.

#### **AMC1 BCAR.ORO.MLR.110 Journey log**

##### **GENERAL**

- (a) The aircraft journey log, or equivalent, should include the following items, where applicable:
  - (1) aircraft nationality and registration,
  - (2) date,
  - (3) name(s) of the crew member(s),
  - (4) duty assignments of crew member(s),
  - (5) place of departure,
  - (6) place of arrival,
  - (7) time of departure,
  - (8) time of arrival,
  - (9) hours of flight,
  - (10) nature of flight (scheduled or non-scheduled),
  - (11) incidents, observations, if any,
  - (12) signature of person in charge.
- (b) The information, or parts thereof, may be recorded in a form other than on printed paper. Accessibility, usability and reliability should be assured.
- (c) 'Journey log, or equivalent' means that the required information may be recorded in documentation other than a log book, such as the operational flight plan or the aircraft technical log.
- (d) 'Series of flights' means consecutive flights, which begin and end:
  - (1) within a 24-hour period;
  - (2) at the same aerodrome or operating site or remain within a local area specified in the operations manual; and
  - (3) with the same pilot-in-command/commander of the aircraft.

**GM1 BCAR.ORO.MLR.110 Journey log**

**SERIES OF FLIGHTS**

The term ‘series of flights’ is used to facilitate a single set of documentation.

**BCAR.ORO.MLR.115 Record-keeping**

- (a) The following records shall be stored for at least 5 years:
  - (1) for CAT operators, records of the activities referred to in BCAR.ORO.GEN.200;
  - (2) Not applicable
  - (3) for SPO authorisation holders, in addition, records related to the risk assessment conducted in accordance with BCAR.SPO.OP.230 and related standard operating procedures.’
- (b) The following information used for the preparation and execution of a flight, and associated reports, shall be stored for three months:
  - (1) the operational flight plan, if applicable;
  - (2) route-specific notice(s) to airmen (NOTAM) and aeronautical information services (AIS) briefing documentation, if edited by the operator;
  - (3) mass and balance documentation;
  - (4) notification of special loads, including written information to the commander/pilot-in-command about dangerous goods, if applicable;
  - (5) the journey log, or equivalent; and
  - (6) flight report(s) for recording details of any occurrence, or any event that the commander/pilot-in-command deems necessary to report or record;
- (c) Personnel records shall be stored for the periods indicated below:

Flight crew licence and cabin crew attestation	As long as the crew member is exercising the privileges of the licence or attestation for the aircraft operator
Crew member training, checking and qualifications	3 years
Records on crew member recent experience	15 months
Crew member route and aerodrome/task and area competence, as appropriate	3 years
Dangerous goods training, as appropriate	3 years

- (d) The operator shall:

- (1) maintain records of all training, checking and qualifications of each crew member, as prescribed in BCAR-ORO; and
- (2) make such records available, on request, to the crew member concerned.
- (e) The operator shall preserve the information used for the preparation and execution of a flight and personnel training records, even if the operator ceases to be the operator of that aircraft or the employer of that crew member, provided this is within the timescales prescribed in (c).
- (f) If a crew member becomes a crew member for another operator, the operator shall make the crew member's records available to the new operator, provided this is within the timescales prescribed in (c).

**AMC1 BCAR.ORO.MLR.115 Record-keeping**

**TRAINING RECORDS**

A summary of training should be maintained by the operator to show every crew member's completion of each stage of training and checking.

## SUBPART SEC: SECURITY

### BCAR.ORO.SEC.100 Flight crew compartment security — aeroplanes

- (a) In an aeroplane which is equipped with a flight crew compartment door, this door shall be capable of being locked, and means shall be provided by which the cabin crew can notify the flight crew in the event of suspicious activity or security breaches in the cabin.
- (b) All passenger-carrying aeroplanes of a maximum certificated take-off mass exceeding 45500 kg, or with a MOPSC of more than 60 engaged in the commercial transportation of passengers, shall be equipped with an approved flight crew compartment door that is capable of being locked and unlocked from either pilot's station and designed to meet the applicable airworthiness requirements.
- (c) In all aeroplanes which are equipped with a flight crew compartment door in accordance with point (b) above:
  - (1) this door shall be closed prior to engine start for take-off and will be locked when required by security procedures or by the pilot-in-command until engine shut down after landing, except when deemed necessary for authorised persons to access or egress in compliance with national civil aviation security programmes; and
  - (2) means shall be provided for monitoring from either pilot's station the entire door area outside the flight crew compartment to identify persons requesting entry and to detect suspicious behaviour or potential threat.

### BCAR.ORO.SEC.105 Flight crew compartment security — helicopters

If installed, the flight crew compartment door on a helicopter operated for the purpose of carrying passengers shall be capable of being locked from within the flight crew compartment in order to prevent unauthorised access.

## SUBPART FC: FLIGHT CREW

### BCAR.ORO.FC.005 Scope

This Subpart establishes requirements to be met by the operator related to flight crew training, experience and qualification and comprises:

- (a) Section 1 specifying common requirements applicable to any commercial operations.
- (b) Section 2 specifying additional requirements applicable to commercial air transport operations with the exception of:
  - (1) Not applicable; or
  - (2) commercial air transport operations of passengers conducted under visual flight rules (VFR) by day, starting and ending at the same aerodrome or operating site and within a local area specified by BCAA, with
    - single-engined propeller-driven aeroplanes having a maximum certified take-off mass of 5 700 kg or less and a MOPSC of 5; or
    - other-than-complex motor-powered helicopters, single engined, with a MOPSC of 5.
- (c) Section 3 specifying additional requirements for commercial specialised operations and for those referred to in b (2).



## SECTION 1 - COMMON REQUIREMENTS

### BCAR.ORO.FC.100 Composition of flight crew

- (a) The composition of the flight crew and the number of flight crew members at designated crew stations shall be not less than the minimum specified in the aircraft flight manual or operating limitations prescribed for the aircraft.
  - (1) Minimum flight crew for all turbo-propeller aeroplanes having a maximum take-off mass less than 5700 kg and with an MOPSC of more than nine is two pilots;
  - (2) Minimum flight crew for all turbojet aeroplanes and all aeroplanes exceeding maximum take-off mass of 5700 kg the minimum is two pilots;
  - (3) Minimum flight crew for aeroplanes with two or more piston engines is two pilots unless it is equipped with an autopilot;
- (b) The flight crew shall include additional flight crew members when required by the type of operation and shall not be reduced below the number specified in the operations manual.
- (c) All flight crew members shall hold a licence and ratings issued or accepted in accordance with applicable personnel licensing regulations and appropriate to the duties assigned to them.
- (d) The flight crew member may be relieved in flight of his/her duties at the controls by another suitably qualified flight crew member.
- (e) When engaging the services of flight crew members who are working on a freelance or part-time basis, the operator shall verify that all applicable requirements of this Subpart and the relevant elements of personnel licensing regulations, including the requirements on recent experience, are complied with, taking into account all services rendered by the flight crew member to other operator(s) to determine in particular:
  - (1) the total number of aircraft types or variants operated; and
  - (2) the applicable flight and duty time limitations and rest requirements.

### AMC1 BCAR.ORO.FC.100(c) Composition of flight crew

#### OPERATIONAL MULTI-PILOT LIMITATION (OML)

The operator should ensure that pilots with an OML on their medical certificate only operate aircraft in multi-pilot operations when the other pilot is fully qualified on the relevant type of aircraft, is not subject to an OML and has not attained the age of 65 years.

### BCAR.ORO.FC.105 Designation as pilot-in-command/commander

- (a) In accordance with Section 3 to BANRs, one pilot amongst the flight crew, qualified as pilot-in-command in accordance with applicable personnel licensing regulations shall be designated by the operator as pilot-in-command or, for commercial air transport operations, as commander;
- (b) The operator shall only designate a flight crew member to act as pilot-in-command/commander if he/she has:
  - (1) the minimum level of experience specified in the operations manual;

- (2) adequate knowledge of the route or area to be flown and of aerodromes, including alternate aerodromes, facilities and procedures to be used;
  - (3) in the case of multi-crew operations, completed an operator's command course if upgrading from co-pilot to pilot-in-command/commander.
- (c) In the case of commercial operations of aeroplanes and helicopters, the pilot-in-command/commander or the pilot, to whom the conduct of the flight may be delegated, shall have had initial familiarisation training of the route or area to be flown and of the aerodromes, facilities and procedures to be used. This route/area and aerodrome knowledge shall be maintained by operating at least once on the route or area or to the aerodrome within a 12-month period.
- (d) Point (c) shall not apply in the case of:
- (1) performance class B aeroplanes involved in commercial air transport operations under VFR by day; and
  - (2) commercial air transport operations of passengers conducted under VFR by day, starting and ending at the same aerodrome or operating site or within a local area specified by BCAA, with other than complex motor-powered helicopters, single-engined, with a MOPSC of 5.

**AMC1 BCAR.ORO.FC.105(b)(2);(c) Designation as pilot-in-command/commander**

**ROUTE/AREA AND AERODROME KNOWLEDGE FOR COMMERCIAL OPERATIONS**

For commercial operations, the experience of the route or area to be flown and of the aerodrome facilities and procedures to be used should include the following:

- (a) Area and route knowledge
- (1) Area and route training should include knowledge of:
    - (i) terrain and minimum safe altitudes;
    - (ii) seasonal meteorological conditions;
    - (iii) meteorological, communication and air traffic facilities, services and procedures;
    - (iv) search and rescue procedures where available; and
    - (v) navigational facilities associated with the area or route along which the flight is to take place.
  - (2) Depending on the complexity of the area or route, as assessed by the operator, the following methods of familiarisation should be used:
    - (i) for the less complex areas or routes, familiarisation by self-briefing with route documentation, or by means of programmed instruction; and
    - (ii) in addition, for the more complex areas or routes, in-flight familiarisation as a pilot-in-command/commander or co-pilot under supervision, observer, or familiarisation in a flight simulation training device (FSTD) using a database appropriate to the route concerned.
- (b) Aerodrome knowledge

- (1) Aerodrome training should include knowledge of obstructions, physical layout, lighting, approach aids and arrival, departure, holding and instrument approach procedures, applicable operating minima and ground movement considerations.
- (2) The operations manual should describe the method of categorisation of aerodromes and, in the case of CAT operations, provide a list of those aerodrome categorised as B or C.
- (3) All aerodromes to which an operator operates should be categorised in one of these three categories:
  - (i) category A — an aerodrome that meets all of the following requirements:
    - (A) an approved instrument approach procedure;
    - (B) at least one runway with no performance limited procedure for take-off and/or landing;
    - (C) published circling minima not higher than 1000 ft above aerodrome level; and
    - (D) night operations capability.
  - (ii) category B — an aerodrome that does not meet the category A requirements or which requires extra considerations such as:
    - (A) non-standard approach aids and/or approach patterns;
    - (B) unusual local weather conditions;
    - (C) unusual characteristics or performance limitations; or
    - (D) any other relevant considerations, including obstructions, physical layout, lighting, etc.
  - (iii) category C — an aerodrome that requires additional considerations to a category B aerodrome;
  - (iv) offshore installations may be categorised as category B or C aerodromes, taking into account the limitations determined in accordance with AMC2 BCAR.CAT.OP.MPA.105 'Use of aerodromes and operating sites'.
- (c) Prior to operating to a:
  - (1) category B aerodrome, the pilot-in-command/commander should be briefed, or self-briefed by means of programmed instruction, on the category B aerodrome(s) concerned. The completion of the briefing should be recorded. This recording may be accomplished after completion or confirmed by the pilot-in-command/commander before departure on a flight involving category B aerodrome(s) as destination or alternate aerodromes.
  - (2) category C aerodrome, the pilot-in-command/commander should be briefed and visit the aerodrome as an observer and/or undertake instruction in a suitable FSTD. The completion of the briefing, visit and/or instruction should be recorded.

**GM1 BCAR.ORO.FC.105 (b)(2) Route and aerodrome knowledge**

**ENVIRONMENTAL KNOWLEDGE RELATED TO THE PREVENTION OF AEROPLANE UPSETS**

The knowledge should include understanding of:

- (a) the relevant environmental hazards, such as:
  - Clear Air Turbulence (CAT),
  - Intertropical Convergence Zone (ITCZ),
  - thunderstorms,
  - microbursts,
  - wind shear,
  - icing,
  - mountain waves,
  - wake turbulence, and
  - temperature changes at high altitude;
- (b) the evaluation and management of the associated risks of the relevant hazards in (a); and
- (c) the available mitigating procedures for the relevant hazards in (a) related to the specific route, route area, or aerodrome used by the operator.

**AMC1 BCAR.ORO.FC.105(c) Designation as pilot-in-command/commander**

**ROUTE/AREA AND AERODROME RECENCY**

- (a) The 12-month period should be counted from the last day of the month:
  - (1) when the familiarisation training was undertaken; or
  - (2) of the latest operation on the route or area to be flown and of the aerodromes, facilities and procedures to be used.
- (b) When the operation is undertaken within the last 3 calendar months of that period, the new 12-month period should be counted from the original expiry date.

**AMC2 BCAR.ORO.FC.105(c) Designation as pilot-in-command/commander**

**ROUTE/AREA AND AERODROME RECENCY — PERFORMANCE CLASS B AEROPLANES OPERATED UNDER VFR OR IFR IN CAT OPERATIONS AND COMMERCIAL OPERATIONS OTHER THAN CAT**

In the case of CAT operations with performance class B aeroplanes operating under visual flight rules (VFR) or instrument flight rules (IFR), or commercial operations other than CAT, the knowledge should be maintained as follows:

- (a) except for operations to the most demanding aerodromes, by completion of at least 10 flight sectors within the area of operation during the preceding 12 months in addition to any required self-briefing;

- (b) operations to the most demanding aerodromes may be performed only if:
  - (1) the pilot-in-command/commander has been qualified at the aerodrome within the preceding 36 months by a visit as an operating flight crew member or as an observer;
  - (2) the approach is performed in visual meteorological conditions (VMC) from the applicable minimum sector altitude; and
  - (3) an adequate self-briefing has been made prior to the flight.

**GM1 BCAR.ORO.FC.105(d) Designation as pilot-in-command/commander**

**PERFORMANCE CLASS B AEROPLANES OPERATED UNDER VFR BY DAY IN CAT OPERATIONS**

For CAT operations under VFR by day with performance class B aeroplanes, the operator should take account of any requirement that might be stipulated in specific cases by the State of the aerodrome.

**BCAR.ORO.FC.115 Crew resource management (CRM) training**

- (a) Before operating, the flight crew member shall have received CRM training, appropriate to his/her role, as specified in the operations manual.
- (b) Elements of CRM training shall be included in the aircraft type or class training and recurrent training as well as in the command course.

**AMC1 BCAR.ORO.FC.115&215 Crew resource management (CRM) training**

**CRM TRAINING — CAT OPERATIONS**

- (a) General
  - (1) CRM training should reflect the culture of the operator as well as type of operation and be conducted by means of both classroom training and practical exercises including group discussions and accident and serious incident reviews to analyse communication problems and instances or examples of a lack of information or crew management.
  - (2) Whenever it is practicable to do so, consideration should be given to conducting relevant parts of CRM training in FSTDs that reproduce, in an acceptable way, a realistic operational environment and permit interaction. This includes, but is not limited to, appropriate line-oriented flight training (LOFT) scenarios conducted in FSTDs.
  - (3) It is recommended that, whenever possible, initial CRM training be conducted in a group session away from the pressures of the usual working environment so that the opportunity is provided for flight crew members to interact and communicate in an environment conducive to learning.
- (b) Initial CRM training
  - (1) Initial CRM training programmes are designed to provide knowledge of, and familiarity with, human factors relevant to flight operations. The course duration should be a minimum of 1 day for single-pilot operations and 2 days for all other types of operations. It should cover all the elements indicated in (f).

- (2) The CRM trainer should:
    - (i) possess group facilitation skills;
    - (ii) have and maintain adequate knowledge of the operation and the aircraft type, preferably through current CAT experience as a flight crew member;
    - (iii) have successfully passed the human performance and limitations (HPL) examination whilst recently obtaining the airline transport pilot licence (ATPL) in accordance with applicable rules and regulations; or followed a theoretical HPL course covering the whole syllabus of the HPL examination;
    - (iv) have completed initial CRM training;
    - (v) have received additional education in the fields of group management, group dynamics and personal awareness; and
    - (vi) be supervised by suitably qualified CRM training personnel when conducting his/her first initial CRM training session.
  - (3) The operator should ensure that initial CRM training addresses the nature of the operations of the operator concerned, as well as the associated procedures and the culture of the operator. This will include areas of operations that produce particular difficulties or involve adverse climatic conditions and any unusual hazards.
  - (4) If the operator does not have sufficient means to establish initial CRM training, use may be made of a course provided by another operator, or a third party or training organisation. In this event, the operator should ensure that the content of the course meets his/her operational requirements. When crew members from several companies follow the same course, CRM core elements should be specific to the nature of operations of the companies and the trainees concerned.
  - (5) The flight crew member's CRM skills should not be assessed during initial CRM training.
- (c) Operator conversion course — CRM training
- (1) If the flight crew member undergoes a conversion course with a change of aircraft type, elements of CRM should be integrated into all appropriate phases of the operator's conversion course, in accordance with (f).
  - (2) If the flight crew member undergoes a conversion course with a change of operator, elements of CRM should be integrated into all appropriate phases of the operator's conversion course, in accordance with (f).
  - (3) The flight crew member should not be assessed when completing elements of CRM training that are included in the operator conversion course.
- (d) Command course — CRM training
- (1) The operator should ensure that elements of CRM are integrated into the command course in accordance with (f).
  - (2) The flight crew member should not be assessed when completing elements of CRM training that are included in the command course, although feedback should be given.
- (e) Recurrent CRM training
- (1) The operator should ensure that:

- (i) elements of CRM are integrated into all appropriate phases of recurrent training every year, in accordance with (f), and that modular CRM training covers the same areas over a maximum period of 3 years; and
  - (ii) relevant modular CRM training is conducted by CRM trainers qualified according to (b)(2).
- (2) The flight crew member should not be assessed when completing elements of CRM training that are included in the recurrent training.
- (f) Implementation of CRM
- (1) Table 1 indicates which elements of CRM should be included in each type of training.

Table 1: Elements of CRM to be included in training

<b>Core Elements</b>	<b>Initial CRM Training</b>	<b>Operator conversion course when changing type</b>	<b>Operator conversion course when changing operator</b>	<b>Command course</b>	<b>Recurrent training</b>
Human error and reliability, error chain, error prevention and detection	In-depth	In-depth	Overview	Overview	Overview
Operator safety culture, standard operating procedures (SOPs), organisational factors		Not required	In-depth	In-depth	
Stress, stress management, fatigue & vigilance					
Information acquisition and processing situation awareness, workload management		Overview	Not required	In-depth	
Decision making					
Communication and coordination inside and outside the flight crew compartment					
Leadership and team behaviour synergy			Overview		

Automation, philosophy of the use of automation (if relevant to the type)	As required	In-depth	In-depth	As required	As required
Specific type-related differences			Not required		
Case studies	In-depth	In-depth	In-depth	In-depth	In-depth

- g) Coordination between flight crew and cabin/technical crew training
- (1) Operators should, as far as practicable, provide combined training for flight crew and cabin/technical crew, including briefing and debriefing.
  - (2) There should be an effective liaison between flight crew and cabin/technical crew training departments. Provision should be made for transfer of relevant knowledge and skills between flight and cabin/technical crew instructors.
- (h) Assessment of CRM skills
- (1) Assessment of CRM skills is the process of observing, recording, interpreting and debriefing crews and crew member's performance and knowledge using an acceptable methodology in the context of overall performance. It includes the concept of self-critique, and feedback which can be given continuously during training or in summary following a check. In order to enhance the effectiveness of the programme, this methodology should, where possible, be agreed with flight crew representatives.
  - (2) NOTECHS (non-technical skills evaluation) or other acceptable methods of assessment should be used. The selection criteria and training requirements of the assessors and their relevant qualifications, knowledge and skills should be established.
  - (3) Assessment of CRM skills should:
    - (i) provide feedback to the crew and the individual and serve to identify retraining where needed; and
    - (ii) be used to improve the CRM training system.
  - (4) Prior to the introduction of CRM skills assessment, a detailed description of the CRM methodology, including terminology used, should be published in the operations manual.
  - (5) Methodology of CRM skills assessment
    - (i) The operator should establish the CRM training programme, including an agreed terminology. This should be evaluated with regard to methods, length of training, depth of subjects and effectiveness.
    - (ii) A training and standardisation programme for training personnel should then be established.
    - (iii) The assessment should be based on the following principles:
      - (A) only observable, repetitive behaviours are assessed;



- (B) the assessment should positively reflect any CRM skills that result in enhanced safety;
  - (C) assessments should include behaviour that contributes to a technical failure, such a technical failure being errors leading to an event that requires debriefing by the person conducting the line check; and
  - (D) the crew and, where needed, the individual are verbally debriefed.
- (6) De-identified summaries of all CRM assessments by the operator should be used to provide feedback and such feedback should be used to update and improve the operator's CRM training.
- (7) Operators should establish procedures, including retraining, to be applied in the event that personnel do not achieve or maintain the required standards.
- (8) If the operator proficiency check is combined with the type rating revalidation/renewal check, the assessment of CRM skills should satisfy the multi-crew cooperation requirements of the type rating revalidation/renewal. This assessment should not affect the validity of the type rating.
- (i) Levels of training
- (1) Overview. When overview training is required, it should normally be instructional in style. Such training should refresh knowledge gained in earlier training.
  - (2) In-depth. When in-depth training is required, it should normally be interactive in style and should include, as appropriate, case studies, group discussions, role play and consolidation of knowledge and skills. Core elements should be tailored to the specific needs of the training phase being undertaken.
- (j) Use of automation
- (1) The operator conversion course should include training in the use and knowledge of automation and in the recognition of systems and human limitations associated with the use of automation. The operator should therefore ensure that the flight crew member receives training on:
    - (i) the application of the operations policy concerning the use of automation as stated in the operations manual; and
    - (ii) system and human limitations associated with the use of automation.
  - (2) The objective of this training should be to provide appropriate knowledge, skills and behavioural patterns for managing and operating automated systems. Special attention should be given to how automation increases the need for crews to have a common understanding of the way in which the system performs, and any features of automation that make this understanding difficult.

**AMC1.1 BCAR.ORO.FC.115&.215 Crew resource management (CRM) training**

**CRM TRAINER**

The Acceptable Means of Compliance are as set out in AMC1 BCAR.ORO.FC.115&.215, except for (b)(2) of that AMC, for which the following qualifications and experience are also acceptable for a CRM trainer:

- (a) a flight crew member holding a recent qualification as a CRM trainer may continue to be a CRM trainer even after the cessation of active flying duties;
- (b) an experienced non-flight crew CRM trainer having a knowledge of HPL; and
- (c) a former flight crew member having knowledge of HPL may become a CRM trainer if he/she maintains adequate knowledge of the operation and aircraft type and meets the provisions of AMC1 BCAR.ORO.FC.115&.215, (b)(2)(i), (iv), (v) and (vi).

**GM1 BCAR.ORO.FC.115&.215 Crew resource management (CRM) training**

**GENERAL**

- (a) Crew resource management (CRM) is the effective utilisation of all available resources (e.g. crew members, aircraft systems, supporting facilities and persons) to achieve safe and efficient operation.
- (b) The objective of CRM is to enhance the communication and management skills of the flight crew member concerned. The emphasis is placed on the non-technical aspects of flight crew performance.

**BCAR.ORO.FC.120 Operator conversion training**

- (a) In the case of aeroplane or helicopter operations, the flight crew member shall complete the operator conversion training course before commencing unsupervised line flying:
  - (1) when changing to an aircraft for which a new type or class rating is required;
  - (2) when joining an operator.
- (b) The operator conversion training course shall include training on the equipment installed on the aircraft as relevant to flight crew members' roles.

**BCAR.ORO.FC.125 Differences training and familiarisation training**

- (a) Flight crew members shall complete differences or familiarisation training when required by applicable personnel licensing regulation and when changing equipment or procedures requiring additional knowledge on types or variants currently operated.
- (b) The operations manual shall specify when such differences or familiarisation training is required.

**AMC1 BCAR.ORO.FC.125 Differences training and familiarisation training**

**GENERAL**

- (a) Differences training requires additional knowledge and training on the aircraft or an appropriate training device. It should be carried out:
  - (1) when introducing a significant change of equipment and/or procedures on types or variants currently operated; and
  - (2) in the case of aeroplanes, when operating another variant of an aeroplane of the same type or another type of the same class currently operated; or
  - (3) in the case of helicopters, when operating a variant of a helicopter currently operated.
- (b) Familiarisation training requires only the acquisition of additional knowledge. It should be carried out when:
  - (1) operating another helicopter or aeroplane of the same type; or
  - (2) when introducing a significant change of equipment and/or procedures on types or variants currently operated.

**BCAR.ORO.FC.130 Recurrent training and checking**

- (a) Each flight crew member shall complete annual recurrent flight and ground training relevant to the type or variant of aircraft on which he/she operates, including training on the location and use of all emergency and safety equipment carried.
- (b) Each flight crew member shall be periodically checked to demonstrate competence in carrying out normal, abnormal and emergency procedures.

**BCAR.ORO.FC.135 Pilot qualification to operate in either pilot's seat**

Flight crew members who may be assigned to operate in either pilot's seat shall complete appropriate training and checking as specified in the operations manual.

**BCAR.ORO.FC.140 Operation on more than one type or variant**

- (a) Flight crew members operating more than one type or variant of aircraft shall comply with the requirements prescribed in this Subpart for each type or variant, unless credits related to the training, checking, and recent experience requirements are defined in the data established in accordance with BCAR-21 for the relevant types or variants.
- (b) Appropriate procedures and/or operational restrictions shall be specified in the operations manual for any operation on more than one type or variant.

**BCAR.ORO.FC.145 Provision of training**

- (a) All the training required in this Subpart shall be conducted:
  - (1) in accordance with the training programmes and syllabi established by the operator in the operations manual;

- (2) by appropriately qualified personnel. In the case of flight and flight simulation training and checking, the personnel providing the training and conducting the checks shall be qualified in accordance with the applicable personnel licensing regulation.
- (b) When establishing the training programmes and syllabi, the operator shall include the mandatory elements for the relevant type as defined in the data established in accordance with BCAR-21.
- (c) In the case of CAT operations, training and checking programmes, including syllabi and use of individual flight simulation training devices (FSTDs), shall be approved by BCAA.
- (d) The FSTD shall replicate the aircraft used by the operator, as far as practicable. Differences between the FSTD and the aircraft shall be described and addressed through a briefing or training, as appropriate.
- (e) The operator shall establish a system to adequately monitor changes to the FSTD and to ensure that those changes do not affect the adequacy of the training programmes.

**AMC1 BCAR.ORO.FC.145(b) Provision of training**

**NON-MANDATORY (RECOMMENDATION) ELEMENTS OF OPERATIONAL SUITABILITY DAT**

When developing the training programmes and syllabi, the operator should consider the non-mandatory (recommendation) elements for the relevant type that are provided in the operational suitability data established in accordance with applicable regulations.

**AMC1 BCAR.ORO.FC.145(d) Provision of training**

**FULL FLIGHT SIMULATORS (FFS)**

The operator should classify any differences between the aircraft and FFS in accordance with the Air Transport Association (ATA) chapters as follows:

Compliance Levels

- (a) Level A differences:
  - (1) no influence on flight characteristics;
  - (2) no influence on procedures (normal and/or abnormal);
  - (3) differences in presentation; and
  - (4) differences in operation.

Method: self-instruction via the operations manual or flight crew information.

- (b) Level B differences:
  - (1) no influence on flight characteristics;
  - (2) influence on procedures (normal and/or abnormal); and
  - (3) possible differences in presentation and operation.

Method: flight crew information, computer-based training, system device training or special instruction by instructor.

(c) Level C differences:

- (1) influence on flight characteristics;
- (2) influence on procedures (normal and/or abnormal); and
- (3) eventually differences in presentation and operation.

Method: special instruction by instructor, a selected partial training on another FSTD or aircraft or a waiver because of previous experience, special instruction or training programme.

(d) Level D differences:

- (1) influence on flight characteristics; and/or
- (2) influence on procedures (normal and/or abnormal); and/or
- (3) differences in presentation and/or operation; and
- (4) FSTD is level D qualified and is used for zero flight-time training (ZFTT).

Method: a specified partial training on another FSTD or aircraft or a waiver because of previous experience, special instruction or training programme.

**SECTION 2 - ADDITIONAL REQUIREMENTS FOR COMMERCIAL AIR TRANSPORT OPERATIONS**

**BCAR.ORO.FC.200 Composition of flight crew**

- (a) There shall not be more than one inexperienced flight crew member in any flight crew.
- (b) The commander may delegate the conduct of the flight to another pilot suitably qualified in accordance with applicable personnel licensing regulation provided that the requirements of BCAR.ORO.FC.105(b)(1), (b)(2) and (c) are complied with.
- (c) Specific requirements for aeroplane operations under instrument flight rules (IFR) or at night.
  - (1) The minimum flight crew shall be two pilots for all turbo-propeller aeroplanes with a maximum operational passenger seating configuration (MOPSC) of more than nine and all turbojet aeroplanes.
  - (2) Aeroplanes other than those covered by (c)(1) shall be operated with a minimum crew of two pilots.
- (d) Specific requirements for helicopter operations.
  - (1) For all operations of helicopters with an MOPSC of more than 19 and for operations under IFR of helicopters with an MOPSC of more than 9:
    - (i) the minimum flight crew shall be two pilots; and
    - (ii) the commander shall be the holder of an airline transport pilot licence (helicopter) (ATPL (H)) with an instrument rating issued in accordance with applicable personnel licensing regulations.
  - (2) Not applicable

**AMC1 BCAR.ORO.FC.200(a) Composition of flight crew**

**CREWING OF INEXPERIENCED FLIGHT CREW MEMBERS**

The operator should establish procedures in the operations manual, taking into account the following elements:

**Aeroplanes**

- (a) The operator should consider that a flight crew member is inexperienced, following completion of a type rating or command course, and the associated line flying under supervision, until he/she has achieved on the type either:
  - (1) 100 flight hours and flown 10 sectors within a consolidation period of 120 consecutive days; or
  - (2) 150 flight hours and flown 20 sectors (no time limit).
- (b) A lesser number of flight hours or sectors, subject to any other conditions that the BCAA may impose, may be acceptable to the BCAA when one of the following applies:
  - (1) a new operator is commencing operations;
  - (2) an operator introduces a new aeroplane type;

- (3) flight crew members have previously completed a type conversion course with the same operator;
- (4) credits are defined in the operational suitability data established in accordance with applicable rules and regulations; or
- (5) Reserved

Helicopters

- (c) The operator should consider that, when two flight crew members are required, a flight crew member, following completion of a type rating or command course, and the associated line flying under supervision, is inexperienced until either:
  - (1) he/she has achieved 50 flight hours on the type and/or in the role within a period of 60 days; or
  - (2) he/she has achieved 100 flight hours on the type and/or in the role (no time limit).
- (d) A lesser number of flight hours, on the type and/or in the role, and subject to any other conditions which the BCAA may impose, may be acceptable to the BCAA when one of the following applies:
  - (1) a new operator is commencing operations;
  - (2) an operator introduces a new helicopter type;
  - (3) flight crew members have previously completed a type conversion course with the same operator (reconversion); or
  - (4) credits are defined in the operational suitability data established in accordance with applicable airworthiness regulations.

**BCAR.ORO.FC.A.201 In-flight relief of flight crew members**

Reserved

**BCAR.ORO.FC.205 Command course**

- (a) For aeroplane and helicopter operations, the command course shall include at least the following elements:
  - (1) training in an FSTD, which includes line oriented flight training (LOFT) and/or flight training;
  - (2) the operator proficiency check, operating as commander;
  - (3) command responsibilities training;
  - (4) line training as commander under supervision, for a minimum of:
    - (i) 10 flight sectors, in the case of aeroplanes; and
    - (ii) 10 hours, including at least 10 flight sectors, in the case of helicopters;
  - (5) completion of a line check as commander and demonstration of adequate knowledge of the route or area to be flown and of aerodromes, including alternate aerodromes, facilities and procedures to be used; and
  - (6) crew resource management training.

**AMC1 BCAR.ORO.FC.205 Command course**

**COMBINED UPGRADING AND CONVERSION COURSE — HELICOPTER**

If a pilot is converting from one helicopter type or variant to another when upgrading to commander:

- (a) the command course should also include a conversion course in accordance with BCAR.ORO.FC.220; and
- (b) additional flight sectors should be required for a pilot transitioning onto a new type of helicopter.

**BCAR.ORO.FC.215 Initial operator's crew resource management (CRM) training**

- (a) The flight crew member shall have completed an initial CRM training course before commencing unsupervised line flying.
- (b) Initial CRM training shall be conducted by at least one suitably qualified CRM trainer who may be assisted by experts in order to address specific areas.
- (c) If the flight crew member has not previously received theoretical training in human factors to the ATPL level, he/she shall complete, before or combined with the initial CRM training, a theoretical course provided by the operator and based on the human performance and limitations syllabus for the ATPL as established in applicable personnel regulations.

**BCAR.ORO.FC.220 Operator conversion training and checking**

- (a) CRM training shall be integrated into the operator conversion training course.
- (b) Once an operator conversion course has been commenced, the flight crew member shall not be assigned to flying duties on another type or class of aircraft until the course is completed or terminated. Crew members operating only performance class B aeroplanes may be assigned to flights on other types of performance class B aeroplanes during conversion courses to the extent necessary to maintain the operation.
- (c) The amount of training required by the flight crew member for the operator's conversion course shall be determined in accordance with the standards of qualification and experience specified in the operations manual, taking into account his/her previous training and experience.
- (d) The flight crew member shall complete:
  - (1) the operator proficiency check and the emergency and safety equipment training and checking before commencing line flying under supervision (LIFUS); and
  - (2) the line check upon completion of line flying under supervision. For performance class B aeroplanes, LIFUS may be performed on any aeroplane within the applicable class.
- (e) In the case of aeroplanes, pilots that have been issued a type rating based on a zero flight-time training (ZFTT) course shall:
  - (1) commence line flying under supervision not later than 21 days after the completion of the skill test or after appropriate training provided by the operator. The content of such training shall be described in the operations manual;



- (2) complete six take-offs and landings in a FSTD not later than 21 days after the completion of the skill test under the supervision of a type rating instructor for aeroplanes (TRI(A)) occupying the other pilot seat. The number of take-offs and landings may be reduced when credits are defined in the data established in accordance with BCAR-21. If these take-offs and landings have not been performed within 21 days, the operator shall provide refresher training. The content of such training shall be described in the operations manual;
- (3) conduct the first four take-offs and landings of the LIFUS in the aeroplane under the supervision of a TRI (A) occupying the other pilot seat. The number of take-offs and landings may be reduced when credits are defined in the data established in accordance with BCAR-21.

### AMC1 BCAR.ORO.FC.220 Operator conversion training and checking

#### OPERATOR CONVERSION TRAINING SYLLABUS

(a) General

- (1) The operator conversion training should include, in the following order:
  - (i) ground training and checking, including aircraft systems, and normal, abnormal and emergency procedures;
  - (ii) emergency and safety equipment training and checking, (completed before any flight training in an aircraft commences);
  - (iii) flight training and checking (aircraft and/or FSTD); and
  - (iv) line flying under supervision and line check.
- (2) When the flight crew member has not previously completed an operator's conversion course, he/she should undergo general first-aid training and, if applicable, ditching procedures training using the equipment in water.
- (3) Where the emergency drills require action by the non-handling pilot, the check should additionally cover knowledge of these drills.
- (4) The operator's conversion may be combined with a new type/class rating training, as required by applicable rules and regulations.
- (5) The operator should ensure that the personnel integrating elements of CRM into conversion training are suitably qualified.

(b) Ground training

- (1) Ground training should comprise a properly organised programme of ground instruction supervised by training staff with adequate facilities, including any necessary audio, mechanical and visual aids. Self-study using appropriate electronic learning aids, computer-based training (CBT), etc., may be used with adequate supervision of the standards achieved. However, if the aircraft concerned is relatively simple, unsupervised private study may be adequate if the operator provides suitable manuals and/or study notes.

- (2) The course of ground instruction should incorporate formal tests on such matters as aircraft systems, performance and flight planning, where applicable.
- (c) Emergency and safety equipment training and checking
  - (1) Emergency and safety equipment training should take place in conjunction with cabin/technical crew undergoing similar training with emphasis on coordinated procedures and two-way communication between the flight crew compartment and the cabin.
  - (2) On the initial conversion course and on subsequent conversion courses as applicable, the following should be addressed:
    - (i) Instruction on first-aid in general (initial conversion course only); instruction on first-aid as relevant to the aircraft type of operation and crew complement, including those situations where no cabin crew is required to be carried (initial and subsequent).
    - (ii) Aero-medical topics, including:
      - (A) hypoxia;
      - (B) hyperventilation;
      - (C) contamination of the skin/eyes by aviation fuel or hydraulic or other fluids;
      - (D) hygiene and food poisoning; and
      - (E) malaria.
    - (iii) The effect of smoke in an enclosed area and actual use of all relevant equipment in a simulated smoke-filled environment.
    - (iv) Actual fire fighting, using equipment representative of that carried in the aircraft on an actual or simulated fire except that, with Halon extinguishers, an alternative extinguisher may be used.
    - (v) The operational procedures of security, rescue and emergency services.
    - (vi) Survival information appropriate to their areas of operation (e.g. polar, desert, jungle or sea) and training in the use of any survival equipment required to be carried.
    - (vii) A comprehensive drill to cover all ditching procedures where flotation equipment is carried. This should include practice of the actual donning and inflation of a life-jacket, together with a demonstration or audio-visual presentation of the inflation of life-rafts and/or slide-rafts and associated equipment. This practice should, on an initial conversion course, be conducted using the equipment in water, although previous certified training with another operator or the use of similar equipment will be accepted in lieu of further wet-drill training.
    - (viii) Instruction on the location of emergency and safety equipment, correct use of all appropriate drills, and procedures that could be required of flight crew in different emergency situations. Evacuation of the aircraft (or a representative training device) by use of a slide where fitted should be included when the operations manual procedure requires the early evacuation of flight crew to assist on the ground.

- (d) Flight training
- (1) Flight training should be conducted to familiarise the flight crew member thoroughly with all aspects of limitations and normal, abnormal and emergency procedures associated with the aircraft and should be carried out by suitably qualified class and type rating instructors and/or examiners. For specific operations, such as steep approaches, ETOPS, or operations based on QFE, additional training should be carried out, based on any additional elements of training defined for the aircraft type in the operational suitability data in accordance with applicable regulation, where they exist.
  - (2) In planning flight training on aircraft with a flight crew of two or more, particular emphasis should be placed on the practice of LOFT with emphasis on CRM, and the use of crew coordination procedures, including coping with incapacitation.
  - (3) Normally, the same training and practice in the flying of the aircraft should be given to co-pilots as well as commanders. The 'flight handling' sections of the syllabus for commanders and co-pilots alike should include all the requirements of the operator proficiency check required by BCAR.ORO.FC.230.
  - (4) Unless the type rating training programme has been carried out in an FSTD usable for ZFTT, the training should include at least three take-offs and landings in the aircraft.
- (e) Line flying under supervision (LIFUS)
- (1) Following completion of flight training and checking as part of the operator's conversion course, each flight crew member should operate a minimum number of sectors and/or flight hours under the supervision of a flight crew member nominated by the operator.
  - (2) The minimum flight sectors/hours should be specified in the operations manual and should be determined by the following:
    - (i) previous experience of the flight crew member;
    - (ii) complexity of the aircraft; and
    - (iii) the type and area of operation.
  - (3) For performance class B aeroplanes, the amount of LIFUS required is dependent on the complexity of the operations to be performed.
- (f) Passenger handling for operations where no cabin crew is required
- Other than general training on dealing with people, emphasis should be placed on the following:
- (1) advice on the recognition and management of passengers who appear or are intoxicated with alcohol, under the influence of drugs or aggressive;
  - (2) methods used to motivate passengers and the crowd control necessary to expedite an aircraft evacuation; and
  - (3) the importance of correct seat allocation with reference to aircraft mass and balance. Particular emphasis should also be given on the seating of special categories of passengers.
- (g) Discipline and responsibilities, for operations where no cabin crew is required
- Emphasis should be placed on discipline and an individual's responsibilities in relation to:
-

- (1) his/her ongoing competence and fitness to operate as a crew member with special regard to flight and duty time limitation (FTL) requirements; and
  - (2) security procedures.
- (h) Passenger briefing/safety demonstrations, for operations where no cabin crew is required  
 Training should be given in the preparation of passengers for normal and emergency situations.

**AMC2 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking**

**UPSET PREVENTION AND RECOVERY TRAINING (UPRT) FOR COMPLEX MOTOR-POWERED AEROPLANES WITH A MAXIMUM OPERATIONAL PASSENGER SEATING CONFIGURATION (MOPSC) OF MORE THAN 19**

- (a) Upset prevention training should:
- (1) consist of ground training and flight training in an FSTD or an aeroplane;
  - (2) include upset prevention elements from Table 1 for the conversion training course; and
  - (3) include upset prevention elements in Table 1 for the recurrent training programme at least every 12 calendar months, such that all the elements are covered over a period not exceeding 3 years.

**Table 1: Elements and respective components of upset prevention training**

Elements and components		Ground training	FSTD/ Aeroplane training
<b>A.</b>	<b>Aerodynamics</b>		
1.	General aerodynamic characteristics	•	
2.	Aeroplane certification and limitations	•	
3.	Aerodynamics (high and low altitudes)	•	•
4.	Aeroplane performance (high and low altitudes)	•	•
5.	Angle of attack (AOA) and stall awareness	•	•
6.	Stick shaker or other stall-warning device activation (as applicable)	•	•
7.	Stick pusher (as applicable)	•	•
8.	Mach effects (if applicable to the aeroplane type)	•	•
9.	Aeroplane stability	•	•
10.	Control surface fundamentals	•	•
11.	Use of trims	•	•
12.	Icing and contamination effects	•	•
13.	Propeller slipstream (as applicable)	•	•
<b>B.</b>	<b>Causes of and contributing factors to upsets</b>		
1.	Environmental	•	•
2.	Pilot-induced	•	•
3.	Mechanical (aeroplane systems)	•	•

<b>C.</b>	<b>Safety review of accidents and incidents relating to aeroplane upsets</b>		
1.	Safety review of accidents and incidents relating to aeroplane upsets	•	•
<b>D.</b>	<b>g-load awareness and management</b>		
1.	Positive/negative/increasing/decreasing g-loads	•	•
2.	Lateral g awareness (sideslip)	•	•
3.	g-load management	•	•
<b>E.</b>	<b>Energy management</b>		
1.	Kinetic energy vs potential energy vs chemical energy (power)	•	•
<b>F.</b>	<b>Flight path management</b>		
1.	Relationship between pitch, power and performance	•	•
2.	Performance and effects of differing power plants (if applicable)	•	•
3.	Manual and automation inputs for guidance and control	•	•
4.	Type-specific characteristics	•	•
5.	Management of go-arounds from various stages during the approach	•	•
6.	Automation management	•	•
7.	Proper use of rudder	•	•
<b>G.</b>	<b>Recognition</b>		
1.	Type-specific examples of physiological, visual and instrument clues during developing and developed upsets	•	•
2.	Pitch/power/roll/yaw	•	•
3.	Effective scanning (effective monitoring)	•	•
4.	Type-specific stall protection systems and cues	•	•
5.	Criteria for identifying stalls and upsets	•	•
<b>H.</b>	<b>System malfunction</b> (including immediate handling and subsequent operational considerations, as applicable)		
1.	Flight control defects	•	•
2.	Engine failure (partial or full)	•	•
3.	Instrument failures	•	•
4.	Loss of reliable airspeed	•	•
5.	Automation failures	•	•
6.	Fly-by-wire protection degradations	•	•
7.	Stall protection system failures including icing alerting systems	•	•
<b>I.</b>	<b>Manual handling skills</b> (no autopilot, no auto thrust/auto throttle and, where possible, without flight directors)		
1.	Flight at different speeds, including slow flight, and altitudes within the full normal flight envelope		•
2.	Procedural instrument flying and manoeuvring including instrument departure and arrival		•
3.	Visual approach		•

4.	Go-arounds from various stages during the approach		•
5.	Steep turns		•

- (b) Upset recovery training should:
- (1) consist of ground training and flight training in an FFS qualified for the training task;
  - (2) be completed from each seat in which a pilot’s duties require him/her to operate; and
  - (3) include the recovery exercises in Table 2 for the recurrent training programme, such that all the exercises are covered over a period not exceeding 3 years.

**Table 2: Exercises for upset recovery training**

Exercises		Ground training	FFS training
<b>A.</b>	<b>Recovery from developed upsets</b>		
1.	Timely and appropriate intervention	•	•
2.	Recovery from stall events, in the following configurations; <ul style="list-style-type: none"> <li>— take-off configuration,</li> <li>— clean configuration low altitude,</li> <li>— clean configuration near maximum operating altitude, and</li> <li>— landing configuration during the approach phase.</li> </ul>	•	•
3.	Recovery from nose high at various bank angles	•	•
4.	Recovery from nose low at various bank angles	•	•
5.	Consolidated summary of aeroplane recovery techniques	•	•

- (c) The operator should ensure that personnel providing FSTD UPRT are competent and current to deliver the training, and understand the capabilities and limitations of the device used.
- (d) The FFS qualification requirements in (b)(1) are further clarified in the Guidance Material (GM).

**GM1 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking**

**UPSET PREVENTION AND RECOVERY TRAINING (UPRT) FOR COMPLEX MOTOR-POWERED AEROPLANES**

The objective of the UPRT is to help flight crew acquire the required competencies in order to prevent or recover from a developing or developed aeroplane upset. Prevention training prepares flight crew to avoid incidents whereas recovery training prepares flight crew to prevent an accident once an upset condition has developed.

**HUMAN FACTORS**

Threat and Error Management (TEM) and Crew Resource Management (CRM) principles should be integrated into the UPRT. In particular, the surprise and startle effect, and the importance of resilience development should be emphasised.

Training should also emphasise that an actual upset condition may expose flight crew to significant physiological and psychological challenges, such as visual illusions, spatial disorientation and unusual g-forces, with the objective to develop strategies to deal with such challenges.

## USE OF FSTD FOR UPRT

The use of an FSTD provides valuable training without the risks associated with aeroplane training. In order to avoid 'negative transfer of training', the capabilities of the specific FSTD to be used should be considered when designing and delivering the training programme, especially when manoeuvre training could involve operation outside the normal flight envelope of the aeroplane, for example during aerodynamic stall. Type specific content contained in the training programme should be developed in consultation with the Original Equipment Manufacturers (OEMs).

Some FSTDs may offer capabilities that could enhance the UPRT, such as Instructor Operating Station (IOS) features. Operators may consider the value of such features in support of their training objectives.

## ADDITIONAL GUIDANCE

Specific guidance to the UPRT elements and exercises contained in the AMC is available from the latest revision of the ICAO Document 10011 ('Manual on UPRT').

Further guidance is available from revision 2 of the aeroplane upset recovery training aid (AURTA), the UK CAA Paper 2013/02 ('Monitoring Matters'), and the Flight Safety Foundation Publication ('A Practical Guide for Improving Flight Path Monitoring'), November 2014.

## GM2 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking

### UPSET PREVENTION TRAINING FOR COMPLEX MOTOR-POWERED AEROPLANES

The recurrent training should prioritise the upset prevention elements and respective components according to the operator's safety risk assessment.

Upset prevention training should use a combination of manoeuvre-based and scenario-based training. Scenario-based training may be used to introduce flight crew to situations which, if not correctly managed, could lead to an upset condition. Relevant TEM and CRM aspects should be included in scenario-based training and the flight crew should understand the limitations of the FSTD in replicating the physiological and psychological aspects of exposure to upset prevention scenarios.

In order to avoid negative training and negative transfer of training, operators should ensure that the selected upset prevention scenarios and exercises take into consideration the limitations of the FSTD and the extent to which it represents the handling characteristics of the actual aeroplane. If it is determined that the FSTD is not suitable, the operator should ensure that the required training outcome can be achieved by other means.

### GO-AROUNDS FROM VARIOUS STAGES DURING THE APPROACH

Operators should conduct the go-around exercises from various altitudes during the approach with all engines operating, taking into account the following considerations:

- Un-planned go-arounds expose the crew to the surprise and startle effect;
- Go-arounds with various aeroplane configurations and different weights; and
- Balked landings (between Decision Altitude and touchdown or after touchdown unless thrust reversers have been activated).

In addition to full thrust all engine go-arounds, operators should consider including exercises using the 'limited thrust' go-around procedure, when available. This procedure reduces the risk of the airframe structural limits being exceeded and reduces the risk of crew being exposed to somatogravic illusion and disorientation effects, thereby reducing the risk of aeroplane upsets further.

The go-around exercises should always be performed in accordance with the OEM procedures and recommendations.

**GM3 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking**

**UPSET RECOVERY TRAINING FOR COMPLEX MOTOR-POWERED AEROPLANES**

The upset recovery training exercises should be manoeuvre-based, which enables flight crew to apply their handling skills and recovery strategy whilst leveraging CRM principles to return the aeroplane from an upset condition to a stabilised flight path.

The flight crew should understand the limitations of the FFS in replicating the physiological and psychological aspects of upset recovery exercises.

In order to avoid negative training and negative transfer of training, operators should ensure that the selected upset recovery exercises take into consideration the limitations of the FFS.

**STALL EVENT RECOVERY TRAINING**

It is of utmost importance that stall event recovery training takes into account the capabilities of the FFS used. Most current and grandfathered FFS models are deficient in representing the aeroplane in the aerodynamic stall regime, thus practising of 'full stall' in such a device could potentially result in negative training or negative transfer of training. The term 'stall event' is therefore introduced to cater for the capability of current and grandfathered FFS, and for potential future FFS enhancements. A 'stall event' is defined as an occurrence whereby the aeroplane experiences one or more conditions associated with an approach-to-stall or an aerodynamic stall.

**IMPORTANT** – when using current or grandfathered FFS, the stall event recovery exercises should only be conducted as approach-to-stall exercises.

Stall event recovery training should emphasise the requirement to reduce the angle of attack (AOA) whilst accepting the resulting altitude loss. High-altitude stall event training should be included so that flight crew appreciate the aeroplane control response, the significant altitude loss during the recovery, and the increased time required. The training should also emphasise the risk of triggering a secondary stall event during the recovery.

Recovery from a stall event should always be in accordance with the stall event recovery procedures of the OEMs. If an OEM-approved recovery procedure does not exist, operators should develop and train the aeroplane-specific stall recovery procedure based on the template in Table 1 below.

Refer to revision 2 of the AURTA for a detailed explanation and rationale on the stall event recovery template as recommended by the OEMs.

**Table 1: Recommended Stall Event Recovery Template**

<b>Stall Event Recovery Template</b>
<b>Pilot Flying</b> - Immediately do the following at first indication of a stall (aerodynamic buffeting, reduced roll stability and aileron effectiveness, visual or aural cues and warnings, reduced elevator



(pitch) authority, inability to maintain altitude or arrest rate of descent, stick shaker activation (if installed).) – during any flight phases <i>except at lift-off</i> .		
Pilot Flying (PF)		Pilot Monitoring (PM)
1.	<b>AUTOPILOT – DISCONNECT</b> (A large out-of-trim condition could be encountered when the autopilot is disconnected.)	<b>MONITOR</b> airspeed and attitude throughout the recovery and <b>ANNOUNCE</b> any continued divergence
2.	<b>AUTOTHRUST/AUTOTHROTTLE – OFF</b>	
3.	<b>a) NOSE DOWN PITCH CONTROL</b> apply until stall warning is eliminated <b>b) NOSE DOWN PITCH TRIM</b> (as needed) (Reduce the angle of attack (AOA) whilst accepting the resulting altitude loss.)	
4.	<b>BANK – WINGS LEVEL</b>	
5.	<b>THRUST – ADJUST</b> (as needed) (Thrust reduction for aeroplanes with underwing mounted engines may be needed)	
6.	<b>SPEEDBRAKES/SPOILERS – RETRACT</b>	
7.	When airspeed is sufficiently increasing - <b>RECOVER</b> to level flight (Avoid the secondary stall due premature recovery or excessive g-loading.)	

**NOSE HIGH AND NOSE LOW RECOVERY TRAINING**

Nose-high and nose-low recovery training should be in accordance with the strategies recommended by the OEMs contained in the Tables 2 and 3 below. As the OEM procedures always take precedence over the recommendations, operators should consult their OEM on whether any approved type-specific recovery procedures are available prior to using the templates.

Refer to revision 2 of the AURTA for a detailed explanation and rationale on the nose high and nose low recovery strategies as recommended by the OEMs.

**Table 2: Recommended Nose High Recovery Strategy Template**

Nose HIGH Recovery Strategy		
<p><b>Either pilot</b> - Recognise and confirm the developing situation by announcing: ‘Nose High’</p>		
PF		PM
1.	<p><b>AUTOPILOT – DISCONNECT</b>                      (A large out of trim condition could be encountered when the AP is disconnected.)</p>	<p><b>MONITOR</b> airspeed and attitude throughout the recovery and <b>ANNOUNCE</b> any continued divergence</p>
2.	<p><b>AUTOTHRUST/AUTOTHROTTLE – OFF</b></p>	
3.	<p><b>APPLY</b> as much nose-down control input as required to obtain a nose-down pitch rate</p>	
4.	<p><b>THRUST – ADJUST</b> (if required)                      (Thrust reduction for aeroplanes with underwing mounted engines may be needed.)</p>	
5.	<p><b>ROLL – ADJUST</b> (if required)                      (Avoid exceeding 60 degrees bank.)</p>	
6.	<p>When airspeed is sufficiently increasing - <b>RECOVER</b> to level flight                      (Avoid the secondary stall due premature recovery or excessive g-loading.)</p>	
<p><b>NOTE:</b></p> <ol style="list-style-type: none"> <li>1) Recovery to level flight may require use of pitch trim.</li> <li>2) If necessary, consider reducing thrust in aeroplanes with underwing-mounted engines to aid in achieving nose-down pitch rate.</li> <li>3) <b>WARNING:</b> Excessive use of pitch trim or rudder may aggravate the upset situation or may result in high structural loads.</li> </ol>		

**Table 3: Recommended Nose Low Recovery Strategy Template**

Nose LOW Recovery Strategy Template		
<p><b>Either pilot</b> - Recognise and confirm the developing situation by announcing: ‘Nose Low’                      (If the autopilot or auto thrust/auto throttle is responding correctly, it may not be appropriate to decrease the level of automation while assessing if the divergence is being stopped.)</p>		
PF		PM
1.	<p><b>AUTOPILOT – DISCONNECT</b>                      (A large out of trim condition could be encountered when the AP is disconnected.)</p>	<p><b>MONITOR</b> airspeed and attitude throughout the recovery and</p>
2.	<p><b>AUTOTHRUST/AUTOTHROTTLE – OFF</b></p>	

<b>3.</b>	<b>RECOVERY</b> from stall if required	<b>ANNOUNCE</b> any continued divergence
<b>4.</b>	<b>ROLL</b> in the shortest direction to wings level.  (It may be necessary to reduce the g-loading by applying forward control pressure to improve roll effectiveness)	
<b>5.</b>	<b>THRUST</b> and <b>DRAG – ADJUST</b> (if required)	
<b>6.</b>	<b>RECOVER</b> to level flight.  (Avoid the secondary stall due premature recovery or excessive g-loading.)	
<b>NOTE:</b>		
1) Recovery to level flight may require use of pitch trim. 2) <b>WARNING:</b> Excessive use of pitch trim or rudder may aggravate the upset situation or may result in high structural loads.		

**GM4 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking**

**FFS QUALIFIED FOR THE UPSET RECOVERY TRAINING TASK**

The FFS used for the upset recovery training should be qualified to ensure the training task objectives can be achieved and negative transfer of training is avoided.

A level C or D FFS is qualified for the upset recovery training task, such as the approach-to-stall exercises. Full aerodynamic stall or other exercises outside the validated training envelope (VTE) should not be conducted.

A level B FFS may become qualified for the upset recovery training task if equivalency to at least level C for the specific features needed for the task can be demonstrated in accordance with CS-FSTD(A) Appendix 8 to AMC1 FSTD(A).300 General Technical Requirements for FSTD Qualification Levels, and associated FSTD validation tests.

FSTD operators may achieve such demonstration of equivalency through the conduct of a special evaluation by the competent authority. Once the level B FFS is deemed to be qualified, the BCAA should enter the additional capability on the certificate using the wording ‘upset recovery training’. FSTD Operators are reminded that the individual FFS used must be approved for the training by the BCAA in accordance with BCAR.ORO.FC.145(c).

Equivalency to at least level C for the specific features needed for the training task may be demonstrated using the following guidance and list in Table 1 of minimum objective and subjective functional test.

General

- Refer to Subpart C Aeroplane Flight Simulation Training Devices AMC1 FSTD(A).300(c)(1)(i) and (2)(ii) for the scope of the qualification criteria;
- A six-degrees-of-freedom motion system should be provided; and

- The response to control inputs should not be greater than 150 ms more than that experienced on the aeroplane (see Appendix 1 to CS-FSTD(A).300 General r.1).

**Table 1: Minimum FSTD standards, validation tests, and functions and subjective tests**

<b>FSTD Standards</b>
<b>Appendix 1 to CS-FSTD(A).300 Flight Simulation Training Device Standards</b> (Ref. CS-FSTD(A) pages 9 - 22)
1. General - q.1, r.1, s.1, t.1, w.1
2. Motion System - b.1(3)
3. Visual System - b.2
<b>FSTD Validation Tests</b>
<b>AMC1 FSTD(A).300 Qualification Basis – Table of FSTD Validation Tests</b> (Ref. CS-FSTD(A) pages 46 - 75)
1. Performance - <i>Climb</i> - c.(4)
2. Handling Qualities - <i>Dynamic Control Checks</i> - b.(1), b.(2), b.(3), b.(4), b.(5), b.(6)
3. Motion System - e.
4. Visual System - a.(1) or a.(2), b.(1)(a)
<b>Functions and Subjective Tests</b>
<b>AMC1 FSTD(A).300 Qualification Basis – Functions and Subjective Tests</b> (CS-FSTD(A) page 115)
p. Special Effects - <i>Effects of Airframe and Engine Icing</i> - (2)(a) (See Appendix 1 to CS FSTD(A).300 1.t.1.)

**GM5 BCAR.ORO.FC.220&230 Operator conversion training and checking & recurrent training and checking**

**PERSONNEL PROVIDING FSTD UPSET PREVENTION AND RECOVERY TRAINING (UPRT)**

It is of paramount importance that personnel providing UPRT in FSTDs have the specific competence to deliver such training, which may not have been demonstrated during previous instructor qualification training. Operators should, therefore, have a comprehensive training and standardisation programme in place, and may need to provide FSTD instructors with additional training to ensure such instructors have and maintain complete knowledge and understanding of the UPRT operating environment, and skill sets.

Standardisation and training should ensure that personnel providing FSTD UPRT:

- (1) are able to demonstrate the correct upset recovery techniques for the specific aeroplane type;
- (2) understand the importance of applying type-specific Original Equipment Manufacturers (OEMs) procedures for recovery manoeuvres;
- (3) are able to distinguish between the applicable SOPs and the OEMs recommendations (if available);
- (4) understand the capabilities and limitations of the FSTD used for UPRT;
- (5) are aware of the potential of negative transfer of training that may exist when training outside the capabilities of the FSTD;
- (6) understand and are able to use the IOS of the FSTD in the context of effective UPRT delivery;
- (7) understand and are able to use the FSTD instructor tools available for providing accurate feedback on flight crew performance;
- (8) understand the importance of adhering to the FSTD UPRT scenarios that have been validated by the training programme developer; and
- (9) understand the missing critical human factor aspects due to the limitations of the FSTD and convey this to the flight crew receiving the training.

#### **GM1 BCAR.ORO.FC.220(b) Operator conversion training and checking**

##### **COMPLETION OF AN OPERATOR'S CONVERSION COURSE**

- (a) The operator conversion course is deemed to have started when the flight training has begun. The theoretical elements of the course may be undertaken ahead of the practical element.
- (b) Under certain circumstances the course may have started and reached a stage where, for unforeseen reasons, it is not possible to complete it without a delay. In these circumstances, the operator may allow the pilot to revert to the original type.
- (c) Before the resumption of the operator conversion course, the operator should evaluate how much of the course needs to be repeated before continuing with the remainder of the course.

#### **GM1 BCAR.ORO.FC.220(d) Operator conversion training and checking**

##### **LINE FLYING UNDER SUPERVISION**

- (a) Line flying under supervision provides the opportunity for a flight crew member to carry into practice the procedures and techniques he/she has been made familiar with during the ground and flight training of an operator conversion course. This is accomplished under the supervision of a flight crew member specifically nominated and trained for the task. At the end of line flying under supervision the respective crew member should be able to perform a safe and efficient flight conducted within the tasks of his/her crew member station.
- (b) A variety of reasonable combinations may exist with respect to:
  - (1) a flight crew member's previous experience;

- (2) the complexity of the aircraft concerned; and
  - (3) the type of route/role/area operations.
- (c) Aeroplanes
- The following minimum figures for details to be flown under supervision are guidelines for operators to use when establishing their individual requirements:
- (1) turbo-jet aircraft
    - (i) co-pilot undertaking first operator conversion course:
      - (A) total accumulated 100 hours or minimum 40 flight sectors;
    - (ii) co-pilot upgrading to commander:
      - (A) minimum 20 flight sectors when converting to a new type;
  - (B) minimum 10 flight sectors when already qualified on the aeroplane type.

#### **BCAR.ORO.FC.230 Recurrent training and checking**

- (a) Each flight crew member shall complete recurrent training and checking relevant to the type or variant of aircraft on which they operate.
- (b) *Operator proficiency check*
  - (1) Each flight crew member shall complete operator proficiency checks as part of the normal crew complement to demonstrate competence in carrying out normal, abnormal and emergency procedures.
  - (2) When the flight crew member will be required to operate under IFR, the operator proficiency check shall be conducted without external visual reference, as appropriate.
  - (3) The validity period of the operator proficiency check shall be six calendar months.
  - (4) The flight crew member involved in operations by day and over routes navigated by reference to visual landmarks with other-than-complex motor-powered helicopter may complete the operator proficiency check in only one of the relevant types held. The operator proficiency check shall be performed each time on the type least recently used for the proficiency check. The relevant helicopter types that may be grouped for the purpose of the operator proficiency check shall be contained in the operations manual.
  - (5) Notwithstanding BCAR.ORO.FC.145 (a) (2), for operations of other-than-complex motor-powered helicopters by day and over routes navigated by reference to visual landmarks and performance class B aeroplanes, the check may be conducted by a suitably qualified commander nominated by the operator, trained in CRM concepts and the assessment of CRM skills. The operator shall inform BCAA about the persons nominated.
- (c) *Line check*
  - (1) Each flight crew member shall complete a line check on the aircraft to demonstrate competence in carrying out normal line operations described in the operations manual. The validity period of the line check shall be 12 calendar months.

- (2) Notwithstanding BCAR.ORO.FC.145 (a) (2), line checks may be conducted by a suitably qualified commander nominated by the operator, trained in CRM concepts and the assessment of CRM skills.

*(d) Emergency and safety equipment training and checking*

Each flight crew member shall complete training and checking on the location and use of all emergency and safety equipment carried. The validity period of an emergency and safety equipment check shall be 12 calendar months.

*(e) CRM training*

- (1) Elements of CRM shall be integrated into all appropriate phases of the recurrent training.
  - (2) Each flight crew member shall undergo specific modular CRM training. All major topics of CRM training shall be covered by distributing modular training sessions as evenly as possible over each three-year period.
- (f) Each flight crew member shall undergo ground training and flight training in an FSTD or an aircraft, or a combination of FSTD and aircraft training, at least every 12 calendar months.
- (g) The validity periods mentioned in (b) (3), (c) and (d) shall be counted from the end of the month when the check was taken.
- (h) When the training or checks required above are undertaken within the last three months of the validity period, the new validity period shall be counted from the original expiry date.

**AMC1 BCAR.ORO.FC.230 Recurrent training and checking**

**RECURRENT TRAINING SYLLABUS**

(a) Recurrent training

Recurrent training should comprise the following:

- (1) Ground training
  - (i) The ground training programme should include:
    - (A) aircraft systems;
    - (B) operational procedures and requirements, including ground de-icing/anti-icing and pilot incapacitation; and
    - (C) accident/incident and occurrence review.
  - (ii) Knowledge of the ground training should be verified by a questionnaire or other suitable methods.
  - (iii) When the ground training is conducted within 3 calendar months prior to the expiry of the 12 calendar months period, the next ground and refresher training should be completed within 12 calendar months of the original expiry date of the previous training.
- (2) Emergency and safety equipment training

- (i) Emergency and safety equipment training may be combined with emergency and safety equipment checking and should be conducted in an aircraft or a suitable alternative training device.
- (ii) Every year the emergency and safety equipment training programme should include the following:
  - (A) actual donning of a life-jacket, where fitted;
  - (B) actual donning of protective breathing equipment, where fitted;
  - (C) actual handling of fire extinguishers of the type used;
  - (D) instruction on the location and use of all emergency and safety equipment carried on the aircraft;
  - (E) instruction on the location and use of all types of exits;
  - (F) security procedures.
- (iii) Every 3 years the programme of training should include the following:
  - (A) actual operation of all types of exits;
  - (B) demonstration of the method used to operate a slide where fitted;
  - (C) actual fire-fighting using equipment representative of that carried in the aircraft on an actual or simulated fire except that, with Halon extinguishers, an alternative extinguisher may be used;
  - (D) the effects of smoke in an enclosed area and actual use of all relevant equipment in a simulated smoke-filled environment;
  - (E) actual handling of pyrotechnics, real or simulated, where applicable;
  - (F) demonstration in the use of the life-rafts where fitted. In the case of helicopters involved in extended over water operations, demonstration and use of the life-rafts.

#### Helicopter water survival training

Where life-rafts are fitted for helicopter extended overwater operations (such as sea pilot transfer, offshore operations, regular, or scheduled, coast-to-coast overwater operations), a comprehensive wet drill to cover all ditching procedures should be practised by aircraft crew. This wet drill should include, as appropriate, practice of the actual donning and inflation of a life-jacket, together with a demonstration or audio-visual presentation of the inflation of life-rafts. Crews should board the same (or similar) life-rafts from the water whilst wearing a life-jacket. Training should include the use of all survival equipment carried on board life-rafts and any additional survival equipment carried separately on board the aircraft;

- consideration should be given to the provision of further specialist training such as underwater escape training. Where operations are predominantly conducted offshore, operators should conduct 3-yearly helicopter underwater escape training at an appropriate facility;



- wet practice drill should always be given in initial training unless the crew member concerned has received similar training provided by another operator;
  - (G) particularly in the case where no cabin crew is required, first-aid, appropriate to the aircraft type, the kind of operation and crew complement.
  - (iv) The successful resolution of aircraft emergencies requires interaction between flight crew and cabin/technical crew and emphasis should be placed on the importance of effective coordination and two-way communication between all crew members in various emergency situations.
  - (v) Emergency and safety equipment training should include joint practice in aircraft evacuations so that all who are involved are aware of the duties other crew members should perform. When such practice is not possible, combined flight crew and cabin/technical crew training should include joint discussion of emergency scenarios.
  - (vi) Emergency and safety equipment training should, as far as practicable, take place in conjunction with cabin/technical crew undergoing similar training with emphasis on coordinated procedures and two-way communication between the flight crew compartment and the cabin.
- (3) CRM
- (i) Elements of CRM should be integrated into all appropriate phases of recurrent training.
  - (ii) A specific modular CRM training programme should be established such that all major topics of CRM training are covered over a period not exceeding 3 years, as follows:
    - (A) human error and reliability, error chain, error prevention and detection;
    - (B) operator safety culture, standard operating procedures (SOPs), organisational factors;
    - (C) stress, stress management, fatigue and vigilance;
    - (D) information acquisition and processing, situation awareness, workload management;
    - (E) decision making;
    - (F) communication and coordination inside and outside the flight crew compartment;
    - (G) leadership and team behaviour, synergy;
    - (H) automation and philosophy of the use of automation (if relevant to the type);
    - (I) specific type-related differences;
    - (J) case studies;
    - (K) additional areas which warrant extra attention, as identified by the safety management system.
  - (iii) Operators should establish procedures to update their CRM recurrent training programme. Revision of the programme should be conducted over a period not exceeding 3 years. The revision of the programme should take into account the de-

identified results of the CRM assessments of crews, and information identified by the safety management system.

(4) Aircraft/FSTD training

(i) General

- (A) The aircraft/FSTD training programme should be established in a way that all major failures of aircraft systems and associated procedures will have been covered in the preceding 3 year period.
- (B) When engine-out manoeuvres are carried out in an aircraft, the engine failure should be simulated.
- (C) Aircraft/FSTD training may be combined with the operator proficiency check.
- (D) When the aircraft/FSTD training is conducted within 3 calendar months prior to the expiry of the 12 calendar months period, the next aircraft/FSTD training should be completed within 12 calendar months of the original expiry date of the previous training.

(ii) Helicopters

- (A) Where a suitable FSTD is available, it should be used for the aircraft/FSTD training programme. If the operator is able to demonstrate, on the basis of a compliance and risk assessment, that using an aircraft for this training provides equivalent standards of training with safety levels similar to those achieved using an FSTD, the aircraft may be used for this training to the extent necessary.
- (B) The recurrent training should include the following additional items, which should be completed in an FSTD:
  - settling with power and vortex ring;
  - loss of tail rotor effectiveness.

- (5) For operations with other-than-complex motor-powered aeroplanes, all training and checking should be relevant to the type of operation and class of aeroplane on which the flight crew member operates with due account taken of any specialised equipment used.

(b) Recurrent checking

Recurrent checking should comprise the following:

(1) Operator proficiency checks

(i) Aeroplanes

Where applicable, operator proficiency checks should include the following manoeuvres as pilot flying:

- (A) rejected take-off when an FSTD is available to represent that specific aeroplane, otherwise touch drills only;
- (B) take-off with engine failure between  $V_1$  and  $V_2$  (take-off safety speed) or, if carried out in an aeroplane, at a safe speed above  $V_2$ ;

- (C) precision instrument approach to minima with, in the case of multi-engine aeroplanes, one-engine-inoperative;
  - (D) non-precision approach to minima;
  - (E) missed approach on instruments from minima with, in the case of multi-engined aeroplanes, one-engine-inoperative;
  - (F) landing with one-engine-inoperative. For single-engine aeroplanes a practice forced landing is required.
- (ii) Helicopters
- (A) Where applicable, operator proficiency checks should include the following abnormal/emergency procedures:
    - engine fire;
    - fuselage fire;
    - emergency operation of under carriage;
    - fuel dumping;
    - engine failure and relight;
    - hydraulic failure;
    - electrical failure;
    - engine failure during take-off before decision point;
    - engine failure during take-off after decision point;
    - engine failure during landing before decision point;
    - engine failure during landing after decision point;
    - flight and engine control system malfunctions;
    - recovery from unusual attitudes;
    - landing with one or more engine(s) inoperative;
    - instrument meteorological conditions (IMC) autorotation techniques;
    - autorotation to a designated area;
    - pilot incapacitation;
    - directional control failures and malfunctions.
  - (B) For pilots required to engage in IFR operations, proficiency checks include the following additional abnormal/emergency procedures:
    - precision instrument approach to minima;
    - go-around on instruments from minima with, in the case of multi-engined helicopters, a simulated failure of one engine;
    - non-precision approach to minima;
    - in the case of multi-engined helicopters, a simulated failure of one engine to be included in either the precision or non-precision approach to minima;
    - landing with a simulated failure of one or more engines;

- where appropriate to the helicopter type, approach with flight control system/flight director system malfunctions, flight instrument and navigation equipment failures.
- (C) Before a flight crew member without a valid instrument rating is allowed to operate in VMC at night, he/she should be required to undergo a proficiency check at night. Thereafter, each second proficiency check should be conducted at night.
- (iii) Once every 12 months the checks prescribed in (b)(1)(ii)(A) may be combined with the proficiency check for revalidation or renewal of the aircraft type rating.
- (iv) Operator proficiency checks should be conducted by a type rating examiner (TRE) or a synthetic flight examiner (SFE), as applicable.
- (2) Emergency and safety equipment checks. The items to be checked should be those for which training has been carried out in accordance with (a)(2).
- (3) Line checks
  - (i) Line checks should establish the ability to perform satisfactorily a complete line operation, including pre-flight and post-flight procedures and use of the equipment provided, as specified in the operations manual. The route chosen should be such as to give adequate representation of the scope of a pilot's normal operations. When weather conditions preclude a manual landing, an automatic landing is acceptable. The commander, or any pilot who may be required to relieve the commander, should also demonstrate his/her ability to 'manage' the operation and take appropriate command decisions.
  - (ii) The flight crew should be assessed on their CRM skills in accordance with the methodology described in the operations manual. The purpose of such assessment is to:
    - (A) provide feedback to the crew collectively and individually and serve to identify retraining; and
    - (B) be used to improve the CRM training system.
  - (iii) CRM assessment alone should not be used as a reason for a failure of the line check.
  - (iv) When pilots are assigned duties as pilot flying and pilot monitoring, they should be checked in both functions.
  - (v) Line checks should be conducted by a commander nominated by the operator. The operator should inform the BCAA about the persons nominated. The person conducting the line check should occupy an observer's seat where installed. His/her CRM assessments should solely be based on observations made during the initial briefing, cabin briefing, flight crew compartment briefing and those phases where he/she occupies the observer's seat.
    - (A) For aeroplanes, in the case of long haul operations where additional operating flight crew are carried, the person may fulfil the function of a cruise relief pilot and should not occupy either pilot's seat during take-off, departure, initial cruise, descent, approach and landing.

- (vi) Where a pilot is required to operate as pilot flying and pilot monitoring, he/she should be checked on one flight sector as pilot flying and on another flight sector as pilot monitoring. However, where the operator's procedures require integrated flight preparation, integrated cockpit initialisation and that each pilot performs both flying and monitoring duties on the same sector, then the line check may be performed on a single flight sector.
- (4) When the operator proficiency check, line check or emergency and safety equipment checks are undertaken within the final 3 calendar months of validity of a previous check, the period of validity of the subsequent check should be counted from the expiry date of the previous check.
- (5) In the case of single-pilot operations with helicopters, the recurrent checks referred to in (b)(1), (2) and (3) should be performed in the single-pilot role on a particular helicopter type in an environment representative of the operation.
- (c) Flight crew incapacitation training, except single-pilot operations
  - (1) Procedures should be established to train flight crew to recognise and handle flight crew incapacitation. This training should be conducted every year and can form part of other recurrent training. It should take the form of classroom instruction, discussion, audio-visual presentation or other similar means.
  - (2) If an FSTD is available for the type of aircraft operated, practical training on flight crew incapacitation should be carried out at intervals not exceeding 3 years.
- (d) Personnel providing training and checking
  - Training and checking should be provided by the following personnel:
    - (1) ground and refresher training by suitably qualified personnel;
    - (2) flight training by a flight instructor (FI), type rating instructor (TRI) or class rating instructor (CRI) or, in the case of the FSTD content, a synthetic flight instructor (SFI), providing that the FI, TRI, CRI or SFI satisfies the operator's experience and knowledge requirements sufficient to instruct on the items specified in paragraphs (a)(1)(i)(A) and (B);
    - (3) emergency and safety equipment training by suitably qualified personnel;
    - (4) CRM:
      - (i) integration of CRM elements into all the phases of the recurrent training by all the personnel conducting recurrent training. The operator should ensure that all personnel conducting recurrent training are suitably qualified to integrate elements of CRM into this training;
      - (ii) modular CRM training by at least one CRM trainer, who may be assisted by experts in order to address specific areas.
  - (5) recurrent checking by the following personnel:
    - (i) operator proficiency check by a type rating examiner (TRE), class rating examiner (CRE) or, if the check is conducted in an FSTD, a TRE, CRE or a synthetic flight examiner (SFE), trained in CRM concepts and the assessment of CRM skills.
    - (ii) emergency and safety equipment checking by suitably qualified personnel.

- (e) Use of FSTD
- (1) Training and checking provide an opportunity to practice abnormal/emergency procedures that rarely arise in normal operations and should be part of a structured programme of recurrent training. This should be carried out in an FSTD whenever possible.
  - (2) The line check should be performed in the aircraft. All other training and checking should be performed in an FSTD, or, if it is not reasonably practicable to gain access to such devices, in an aircraft of the same type or in the case of emergency and safety equipment training, in a representative training device. The type of equipment used for training and checking should be representative of the instrumentation, equipment and layout of the aircraft type operated by the flight crew member.
  - (3) Because of the unacceptable risk when simulating emergencies such as engine failure, icing problems, certain types of engine(s) (e.g. during continued take-off or go-around, total hydraulic failure), or because of environmental considerations associated with some emergencies (e.g. fuel dumping) these emergencies should preferably be covered in an FSTD. If no FSTD is available, these emergencies may be covered in the aircraft using a safe airborne simulation, bearing in mind the effect of any subsequent failure, and the exercise must be preceded by a comprehensive briefing.

#### GM1 BCAR.ORO.FC.230 Recurrent training and checking

##### LINE CHECK AND PROFICIENCY TRAINING AND CHECKING

- (a) Line checks, route and aerodrome knowledge and recent experience requirements are intended to ensure the crew member's ability to operate efficiently under normal conditions, whereas other checks and emergency and safety equipment training are primarily intended to prepare the crew member for abnormal/emergency procedures.
- (b) The line check is considered a particularly important factor in the development, maintenance and refinement of high operating standards, and can provide the operator with a valuable indication of the usefulness of his/her training policy and methods. Line checks are a test of a flight crew member's ability to perform a complete line operation, including pre-flight and post-flight procedures and use of the equipment provided, and an opportunity for an overall assessment of his/her ability to perform the duties required as specified in the operations manual. The line check is not intended to determine knowledge on any particular route.
- (c) Proficiency training and checking  
When an FSTD is used, the opportunity should be taken, where possible, to use LOFT.

**BCAR.ORO.FC.235 Pilot qualification to operate in either pilot's seat**

- (a) Commanders whose duties require them to operate in either pilot seat and carry out the duties of a co-pilot, or commanders required to conduct training or checking duties, shall complete additional training and checking as specified in the operations manual. The check may be conducted together with the operator proficiency check prescribed in BCAR.ORO.FC.230 (b).
- (b) The additional training and checking shall include at least the following:
  - (1) an engine failure during take-off;
  - (2) a one-engine-inoperative approach and go-around; and
  - (3) a one-engine-inoperative landing.
- (c) In the case of helicopters, commanders shall also complete their proficiency checks from left- and right-hand seats, on alternate proficiency checks, provided that when the type rating proficiency check is combined with the operator proficiency check the commander completes his/her training or checking from the normally occupied seat.
- (d) When engine-out manoeuvres are carried out in an aircraft, the engine failure shall be simulated.
- (e) When operating in the co-pilot's seat, the checks required by BCAR.ORO.FC.230 for operating in the commander's seat shall, in addition, be valid and current.
- (f) The pilot relieving the commander shall have demonstrated, concurrent with the operator proficiency checks prescribed in BCAR.ORO.FC.230(b), practice of drills and procedures that would not, normally, be his/her responsibility. Where the differences between left- and right-hand seats are not significant, practice may be conducted in either seat.
- (g) The pilot other than the commander occupying the commander's seat shall demonstrate practice of drills and procedures, concurrent with the operator proficiency checks prescribed in BCAR.ORO.FC.230(b), which are the commander's responsibility acting as pilot monitoring. Where the differences between left- and right-hand seats are not significant, practice may be conducted in either seat.

**AMC1 BCAR.ORO.FC.235(d) Pilot qualification to operate in either pilot's seat**

**SINGLE-ENGINE HELICOPTERS — AUTOROTATIVE LANDING**

In the case of single-engined helicopters, the autorotative landing should be carried out from left- and right-hand seats on alternate proficiency checks.

**GM1 BCAR.ORO.FC.235(f);(g) Pilot qualification to operate in either pilot's seat**

**DIFFERENCES BETWEEN LEFT AND RIGHT-HAND SEATS**

The differences between left- and right-hand seats may not be significant in cases where, for example, the autopilot is used.

**BCAR.ORO.FC.240 Operation on more than one type or variant**

- (a) The procedures or operational restrictions for operation on more than one type or variant established in the operations manual and approved by BCAA shall cover:
  - (1) the flight crew members' minimum experience level;
  - (2) the minimum experience level on one type or variant before beginning training for and operation of another type or variant;
  - (3) the process whereby flight crew qualified on one type or variant will be trained and qualified on another type or variant; and
  - (4) all applicable recent experience requirements for each type or variant.
- (b) When a flight crew member operates both helicopters and aeroplanes, that flight crew member shall be limited to operations on only one type of aeroplane and one type of helicopter.
- (c) Not applicable.

**AMC1 BCAR.ORO.FC.240 Operation on more than one type or variant**

**GENERAL**

- (a) Aeroplanes
  - (1) When a flight crew member operates more than one aeroplane class, type or variant, as determined by the operational suitability data established in accordance with applicable rules and regulations for class-single pilot or type-single pilot, but not within a single licence endorsement, the operator should ensure that the flight crew member does not operate more than:
    - (i) three reciprocating engine aeroplane types or variants;
    - (ii) three turbo-propeller aeroplane types or variants;
    - (iii) one turbo-propeller aeroplane type or variant and one reciprocating engine aeroplane type or variant; or
    - (iv) one turbo-propeller aeroplane type or variant and any aeroplane within a particular class.
  - (2) When a flight crew member operates more than one aeroplane type or variant within one or more licence endorsement, as determined by the operational suitability data established in accordance with applicable regulations, the operator should ensure that:
    - (i) the minimum flight crew complement specified in the operations manual is the same for each type or variant to be operated;
    - (ii) the flight crew member does not operate more than two aeroplane types or variants for which a separate licence endorsement is required, unless credits related to the training, checking, and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants; and



- (iii) only aeroplanes within one licence endorsement are flown in any one flight duty period, unless the operator has established procedures to ensure adequate time for preparation.
- (3) When a flight crew member operates more than one aeroplane type or variant as determined by the operational suitability data established in accordance with applicable rules and regulations for type-single pilot and type-multi pilot, but not within a single licence endorsement, the operator should comply with points (a)(2) and (4).
- (4) When a flight crew member operates more than one aeroplane type or variant as determined by the operational suitability data established in accordance with applicable rules and regulations for type multi-pilot, but not within a single licence endorsement, or combinations of aeroplane types or variants as determined by the operational suitability data established in accordance with applicable rules and regulations for class single-pilot and type multi-pilot, the operator should comply with the following:
  - (i) point (a)(2);
  - (ii) before exercising the privileges of more than one licence endorsement:
    - (A) flight crew members should have completed two consecutive operator proficiency checks and should have:
      - 500 hours in the relevant crew position in CAT operations with the same operator; or
      - for IFR and VFR night operations with performance class B aeroplanes, 100 hours or flight sectors in the relevant crew position in CAT operations with the same operator, if at least one licence endorsement is related to a class. A check flight should be completed before the pilot is released for duties as commander;
    - (B) in the case of a pilot having experience with an operator and exercising the privileges of more than one licence endorsement, and then being promoted to command with the same operator on one of those types, the required minimum experience as commander is 6 months and 300 hours, and the pilot should have completed two consecutive operator proficiency checks before again being eligible to exercise more than one licence endorsement;
  - (iii) before commencing training for and operation of another type or variant, flight crew members should have completed 3 months and 150 hours flying on the base aeroplane, which should include at least one proficiency check, unless credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants;
  - (iv) after completion of the initial line check on the new type, 50 hours flying or 20 sectors should be achieved solely on aeroplanes of the new type rating, unless credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants;
  - (v) recent experience requirements established in applicable regulation for each type operated;

- (vi) the period within which line flying experience is required on each type should be specified in the operations manual;
  - (vii) when credits are defined in operational suitability data established in accordance with applicable rules and regulations for the relevant type or variant, this should be reflected in the training required in BCAR.ORO.FC.230 and:
    - (A) BCAR.ORO.FC.230 (b) requires two operator proficiency checks every year. When credits are defined in operational suitability data established in accordance with applicable rules and regulations for operator proficiency checks to alternate between the types, each operator proficiency check should revalidate the operator proficiency check for the other type(s). The operator proficiency check may be combined with the proficiency checks for revalidation or renewal of the aeroplane type rating or the instrument rating in accordance with applicable regulations.
    - (B) BCAR.ORO.FC.230 (c) requires one line check every year. When credits are defined in operational suitability data established in accordance with applicable rules and regulations for line checks to alternate between types or variants, each line check should revalidate the line check for the other type or variant.
    - (C) Annual emergency and safety equipment training and checking should cover all requirements for each type.
- (b) Helicopters
- (1) If a flight crew member operates more than one type or variant, the following provisions should be met:
    - (i) The recency requirements and the requirements for recurrent training and checking should be met and confirmed prior to CAT operations on any type, and the minimum number of flights on each type within a 3-month period specified in the operations manual.
    - (ii) BCAR.ORO.FC.230 requirements with regard to recurrent training.
    - (iii) When credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable rules and regulations for the relevant types or variants, the requirements of BCAR.ORO.FC.230 with regard to proficiency checks may be met by a 6 monthly check on any one type or variant operated. However, a proficiency check on each type or variant operated should be completed every 12 months.
    - (iv) For helicopters with a maximum certified take-off mass (MCTOM) of more than 5 700 kg, or with a maximum operational passenger seating configuration (MOPSC) of more than 19:
      - (A) the flight crew member should not fly more than two helicopter types, unless credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants;
      - (B) a minimum of 3 months and 150 hours experience on the type or variant should be achieved before the flight crew member should commence the conversion course onto the new type or variant, unless credits related to the

training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants;

- (C) 28 days and/or 50 hours flying should then be achieved exclusively on the new type or variant, unless credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants; and
  - (D) a flight crew member should not be rostered to fly more than one type or significantly different variant of a type during a single duty period.
  - (v) In the case of all other helicopters, the flight crew member should not operate more than three helicopter types or significantly different variants, unless credits related to the training, checking and recent experience requirements are defined in operational suitability data established in accordance with applicable regulations for the relevant types or variants.
- (c) Combination of helicopter and aeroplane
- (1) The flight crew member may fly one helicopter type or variant and one aeroplane type irrespective of their MCTOM or MOPSC.
  - (2) If the helicopter type is covered by paragraph (b)(1)(iv) then (b)(1)(iv)(B), (C) and (D) should also apply in this case.

#### AMC2 BCAR.ORO.FC.240 Operation on more than one type or variant

##### GENERAL

(a) Terminology

The terms used in the context of the operation of more than one type or variant have the following meaning:

- (1) Base aircraft means an aircraft used as a reference to compare differences with another aircraft.
- (2) Variant means an aircraft or a group of aircraft within the same pilot type rating that has differences to the base aircraft requiring difference training or familiarisation training.
- (3) Credit means the recognition of training, checking or recent experience based on commonalities between aircraft. For substantiation of the credits ODR tables or other appropriate documentation for comparison of the relevant aircraft characteristics may be provided.
- (4) Operator difference requirements (ODRs) mean a formal description of differences between types or variants flown by a particular operator.

(b) Philosophy

The concept of operating more than one type or variant depends upon the experience, knowledge and ability of the operator and the flight crew concerned.

The first consideration is whether or not aircraft types or variants are sufficiently similar to allow the safe operation of both.

The second consideration is whether or not the types or variants are sufficiently similar for the training, checking and recent experience. Unless credits have been established by the operational suitability data in accordance with applicable regulations, all training, checking and recent experience requirements should be completed independently for each type or variant.

(c) Methodology – Use of Operator Difference Requirement (ODR) Tables

(1) Before assigning flight crew members to operate more than one type or variant of aircraft, the operator should conduct a detailed evaluation of the differences or similarities of the aircraft concerned in order to establish appropriate procedures or operational restrictions. This evaluation should be based on the data established in accordance with applicable regulations for the relevant types or variants, and should be adapted to the operator’s specific aircraft configurations. This evaluation should take into account of the following:

- (i) the level of technology;
- (ii) operational procedures; and
- (iii) handling characteristics.

The methodology described below should be used as a means of evaluating aeroplane differences and similarities to justify the operation of more than one type or variant, and when credit is sought.

(2) ODR tables

Before requiring flight crew members to operate more than one type or variant, operators should first nominate one aircraft as the base aircraft from which to show differences with the second aircraft type or variant, the ‘difference aircraft’, in terms of technology (systems), procedures, pilot handling and aircraft management. These differences, known as operator difference requirements (ODR), preferably presented in tabular format, constitute part of the justification for operating more than one type or variant and also the basis for the associated differences/familiarisation or reduced type rating training for the flight crew.

(3) The ODR tables should be presented as follows:

<b>GENERAL OPERATOR DIFFERENCES REQUIREMENTS TABLE</b>										
<b>DIFFERENCE AIRCRAFT: BASE AIRCRAFT:</b>				<b>COMPLIANCE METHOD</b>						
				<b>TRAINING</b>					<b>CHKG/ CURR</b>	
<b>General</b>	<b>Differences</b>	<b>Flt char</b>	<b>Procchg</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>FLT CHK</b>	<b>REC EXP</b>
GENERAL	Range ETOPS Certified	No	Yes		CBT					
DIMENSIONS	Configuration per AFM, FCOM	Yes	No		CBT					

SYSTEM OPERATOR DIFFERENCES REQUIREMENTS TABLE										
DIFFERENCE AIRCRAFT: BASE AIRCRAFT:				COMPLIANCE METHOD						
				TRAINING					CHKG/ CURR	
System	Differences	Flt char	Procchg	A	B	C	D	E	FLT CHK	REC EXP
21 – AIR CONDITIONING	CONTROLS AND INDICATORS: - Panel layout	No	Yes	HO						
21 – AIR CONDITIONING	PACKS: - Switch type - Automatically controlled - Reset switch for both packs	No	Yes		CBT					

MANOEUVRE OPERATOR DIFFERENCES REQUIREMENTS TABLE										
DIFFERENCE AIRCRAFT: BASE AIRCRAFT:				COMPLIANCE METHOD						
				TRAINING					CHKG/ CURR	
Manoeuvre	Differences	Flt char	Procchg	A	B	C	D	E	FLT CHK	REC EXP
Exterior Preflight	Minor differences	NO	NO	HO						
Preflight	Differences due to systems, ECL	NO	YES		CBT	FTD				
Normal takeoff	FBW handling vs Conventional; AFDS TAKEOFF: - Autothrottle engagement FMA indications	NO	YES		CBT			FFS		

(4) Compilation of ODR Tables

(i) ODR 1: General

The general characteristics of the candidate aircraft are compared with the base aircraft with regard to:

- (A) general dimensions and aircraft design (number and type of rotors, wing span or category);

- (B) flight deck general design;
- (C) cabin layout;
- (D) engines (number, type and position);
- (E) limitations (flight envelope).

(ii) ODR 2: Systems

Consideration is given to differences in design between the candidate aircraft and the base aircraft. For this comparison the Air Transport Association (ATA) 100 index is used. This index establishes a system and subsystem classification and then an analysis performed for each index item with respect to the main architectural, functional and operations elements, including controls and indications on the systems control panel.

(iii) ODR 3: Manoeuvres

Operational differences encompass normal, abnormal and emergency situations and include any change in aircraft handling and flight management. It is necessary to establish a list of operational items for consideration on which an analysis of differences can be made.

The operational analysis should take the following into account:

- (A) flight deck dimensions (size, cut-off angle and pilot eye height);
- (B) differences in controls (design, shape, location and function);
- (C) additional or altered function (flight controls) in normal or abnormal conditions;
- (D) handling qualities (including inertia) in normal and in abnormal configurations;
- (E) aircraft performance in specific manoeuvres;
- (F) aircraft status following failure;
- (G) management (e.g. ECAM, EICAS, navaid selection, automatic checklists).

(iv) Once the differences for ODR 1, ODR 2 and ODR 3 have been established, the consequences of differences evaluated in terms of flight characteristics (FLT CHAR) and change of procedures (PROC CHNG) should be entered into the appropriate columns.

(v) Difference Levels – crew training, checking and currency

- (A) The final stage of an operator's proposal to operate more than one type or variant is to establish crew training, checking and currency requirements. This may be established by applying the coded difference levels from Table 4 to the compliance method column of the ODR Tables.
- (B) Differences items identified in the ODR tables as impacting flight characteristics, or procedures, should be analysed in the corresponding ATA

section of the ODR manoeuvres. Normal, abnormal and emergency situations should be addressed accordingly.

(d) Difference Levels

(1) Difference levels — General

Difference levels are used to identify the extent of difference between a base and a candidate aircraft with reference to the elements described in the ODR tables. These levels are proportionate to the differences between a base and a candidate aircraft. A range of five difference levels in order of increasing requirements, identified as A through E, are each specified for training, checking, and currency.

Difference levels apply when a difference with the potential to affect flight safety exists between a base and a candidate aircraft. Differences may also affect the knowledge, skills, or abilities required from a pilot. If no differences exist, or if differences exist but do not affect flight safety, or if differences exist but do not affect knowledge, skills, or abilities, then difference levels are neither assigned nor applicable to pilot qualification. When difference levels apply, each level is based on a scale of differences related to design features, systems, or manoeuvres. In assessing the effects of differences, both flight characteristics and procedures are considered since flight characteristics address handling qualities and performance, while procedures include normal, non-normal and emergency items.

Levels for training, checking, and currency are assigned independently, but are linked depending on the differences between a base and candidate aircraft. Training at level E usually identifies that the candidate aircraft is a different type to the base aircraft.

(2) Difference levels are summarised in the table below regarding training, checking, and currency.

DIFFERENCE LEVEL	TRAINING	CHECKING	CURRENCY
A	● Self-instruction	Not applicable or integrated with next proficiency check	Not applicable
B	● Aided instruction	Task or system check	Self-review
C	● System devices	Partial proficiency check using qualified device	Designated system
D	Manoeuvre Training Devices <sup>1</sup> or aircraft to accomplish specific manoeuvres	Partial proficiency check using qualified device <sup>1</sup>	Designated manoeuvre(s) <sup>1</sup>
E	FSTDs <sup>2</sup> or aircraft	Proficiency check using FSTDs <sup>2</sup> or aircraft	As per regulation, using FSTDs <sup>2</sup> or aircraft

Footnote (1):

- *Aeroplane: FTD Level 2, or FFS, or aeroplane*
- *Helicopter: FTD Level 2 and 3, or FFS, or helicopter*

Footnote (2):

- Aeroplane: FFS Level C or D, or aeroplane
- Helicopter: FSTD'S having dual qualification: FFS Level B and FTD Level 3, or FFS Level C or D, or helicopter

*Training Levels A and B require familiarisation training, levels C and D require differences training. Training Level E means that differences are such that type rating training is required.*

(3) Difference level — Training

The training differences levels specified represent the minimum requirements. Devices associated with a higher difference level may be used to satisfy a training differences requirement.

(i) Level A training

Level A differences training is applicable to aircraft with differences that can adequately be addressed through self-instruction. Level A training represents a knowledge requirement such that once appropriate information is provided, understanding and compliance can be assumed to be demonstrated.

Training needs not covered by level A training may require level B training, or higher, depending on the outcome of the evaluations described in the aircraft evaluation process.

(ii) Level B training

Level B differences training is applicable to aircraft with system or procedure differences that can adequately be addressed through aided instruction.

At level B aided instruction it is appropriate to ensure pilot understanding, emphasise issues, provide a standardised method of presentation of material, or to aid retention of material following training.

(iii) Level C training

Level C differences training can only be accomplished through the use of devices capable of systems training.

Level C differences training is applicable to variants having 'part task' differences that affect skills or abilities as well as knowledge. Training objectives focus on mastering individual systems, procedures, or tasks, as opposed to performing highly integrated flight operations and manoeuvres in 'real time'. Level C may also require self-instruction or aided instruction of a pilot, but cannot be adequately addressed by a knowledge requirement alone. Training devices are required to supplement instruction to ensure attainment or retention of pilot skills and abilities to accomplish the more complex tasks, usually related to operation of particular aircraft systems.

The minimum acceptable training media for level C is interactive computer-based training, cockpit systems simulators, cockpit procedure trainers, part task trainers [such as Inertial Navigation System (INS), Flight Management System (FMS), or Traffic Collision Avoidance System (TCAS) trainers], or similar devices.

(iv) Level D training

Level D differences training can only be accomplished with devices capable of performing flight manoeuvres and addressing full task differences affecting knowledge, skills, or abilities.



Devices capable of flight manoeuvres address full task performance in a dynamic 'real time' environment and enable integration of knowledge, skills and abilities in a simulated flight environment, involving combinations of operationally oriented tasks and realistic task loading for each relevant phase of flight. At level D, knowledge and skills to complete necessary normal, non-normal and emergency procedures are fully addressed for each variant.

Level D differences training requires mastery of interrelated skills that cannot be adequately addressed by separate acquisition of a series of knowledge areas or skills that are interrelated. However, the differences are not so significant, that a full type rating training course is required. If demonstration of interrelationships between the systems was important, the use of a series of separate devices for systems training would not suffice. Training for level D differences requires a training device that has accurate, high fidelity integration of systems and controls and realistic instrument indications. Level D training may also require manoeuvre visual cues, motion cues, dynamics, control loading or specific environmental conditions. Weather phenomena such as low visibility operations or wind shear may or may not be incorporated. Where simplified or generic characteristics of an aircraft type are used in devices to satisfy level D difference training, significant negative training cannot occur as a result of the simplification.

Appropriate devices as described in applicable requirements, satisfying level D differences training range from those where relevant elements of aircraft flight manoeuvring, performance, and handling qualities are incorporated. The use of a Manoeuvre Training Device or aircraft is limited for the conduct of specific manoeuvres or handling differences, or for specific equipment or procedures.

(v) Level E training

Level E differences training is applicable to candidate aircraft having such a significant 'full task' differences that a full type rating training course or a type rating training course with credit for previous experience on similar aircraft types is required to meet the training objectives.

The training requires a 'high fidelity' environment to attain or maintain knowledge, skills, or abilities that can only be satisfied by the use of FSTDs or the aircraft itself as mentioned in applicable requirements. Level E training, if done in an aircraft, should be modified for safety reasons where manoeuvres can result in a high degree of risk.

When level E differences training is assigned, suitable credit or constraints may be applied for knowledge, skills or abilities related to other pertinent aircraft types and specifies the relevant subjects, procedures or manoeuvres.

(4) Difference level — Checking

Differences checking addresses any pertinent pilot testing or checking. Initial and recurrent checking levels are the same unless otherwise specified.

It may be possible to satisfactorily accomplish recurrent checking objectives in devices not meeting initial checking requirements. In such instances the applicant may propose for revalidation checks the use of certain devices not meeting the initial check requirements.

(i) Level A checking

Level A differences checking indicates that no check related to differences is required at the time of differences training. However, a pilot is responsible for knowledge of each variant flown.

(ii) Level B checking

Level B differences checking indicates that a 'task' or 'systems' check is required following initial and recurring training.

(iii) Level C checking

Level C differences checking requires a partial check using a suitable qualified device. A partial check is conducted relative to particular manoeuvres or systems.

(iv) Level D checking

Level D differences checking indicates that a partial proficiency check is required following both initial and recurrent training. In conducting the partial proficiency check, manoeuvres common to each variant may be credited and need not be repeated. The partial proficiency check covers the specified particular manoeuvres, systems, or devices. Level D checking is performed using scenarios representing a 'real time' flight environment and uses qualified devices permitted for level D training or higher.

(v) Level E checking

Level E differences checking requires that a full proficiency check be conducted in FSTDs or in an aircraft as mentioned in applicable requirements, following both initial and recurrent training. If appropriate, alternating Level E checking between relevant aircraft is possible and credit may be defined for procedures or manoeuvres based on commonality. Assignment of level E checking requirements alone, or in conjunction with level E currency, does not necessarily result in assignment of a separate type rating.

(5) Difference level — Currency

Differences currency addresses any currency and re-currency levels. Initial and recurrent currency levels are the same unless otherwise specified.

(i) Level A currency

Level A currency is common to each aircraft and does not require separate tracking. Maintenance of currency in any aircraft suffices for any other variant within the same type rating.

(ii) Level B currency

Level B currency is 'knowledge-related' currency, typically achieved through self-review by individual pilots.

(iii) Level C currency

(A) Level C currency is applicable to one or more designated systems or procedures, and relates to both skill and knowledge requirements. When

level C currency applies, any pertinent lower level currency is also to be addressed.

(B) Re-establishing level C currency

When currency is lost, it may be re-established by completing required items using a device equal to or higher than that specified for level C training and checking.

(iv) Level D currency

(A) Level D currency is related to designated manoeuvres and addresses knowledge and skills required for performing aircraft control tasks in real time with integrated use of associated systems and procedures. Level D currency may also address certain differences in flight characteristics including performance of any required manoeuvres and related normal, non-normal and emergency procedures. When level D is necessary, any pertinent lower level currency is also to be addressed.

(B) Re-establishing level D currency

When currency is lost, currency may be re-established by completing pertinent manoeuvres using a device equal to or higher than that specified for level D differences training and checking.

(v) Level E currency

(A) Level E currency requires that recent experience requirements of applicable personnel licensing regulations and operational requirements be complied with in each aircraft separately. Level E currency may also specify other system, procedure, or manoeuvre currency item(s) necessary for safe operations, and requires procedures or manoeuvres to be accomplished in FSTDs or in an aircraft as mentioned in applicable requirements. Provisions are applied in a way which addresses the required system or manoeuvre experience.

When level E is assigned between aircraft of common characteristics, credit may be permitted. Assignment of level E currency requirements does not automatically lead to a determination on same or separate type rating. Level E currency is tracked by a means that is acceptable to the competent authority.

When CTLC is permitted, any credit or constraints applicable to using FSTDs, as mentioned in applicable requirements, are also to be determined.

(B) Re-establishing level E currency

When currency is lost, currency may be re-established by completing pertinent manoeuvres using a device specified for level E differences training and checking.

(6) Competency regarding non-normal and emergency procedures — Currency

Competency for non-normal and emergency manoeuvres or procedures is generally addressed by checking requirements. Particular non-normal and emergency manoeuvres or procedures may not be considered mandatory for checking or training. In this situation it may be necessary

to periodically practice or demonstrate those manoeuvres or procedures specifying currency requirements for those manoeuvres or procedures.

**BCAR.ORO.FC.A.245 Alternative training and qualification programme**

Reserved

**BCAR.ORO.FC.H.250 Commanders holding a CPL(H)**

Reserved

**SECTION 3 - ADDITIONAL REQUIREMENTS FOR COMMERCIAL SPECIALISED OPERATIONS AND CAT OPERATIONS  
REFERRED TO IN BCAR.ORO.FC.005(B)(2)**

**BCAR.ORO.FC.330 Recurrent training and checking — operator proficiency check**

- (a) Each flight crew member shall complete operator proficiency checks to demonstrate his/her competence in carrying out normal, abnormal and emergency procedures, covering the relevant aspects associated with the specialised tasks described in the operations manual.
- (b) Appropriate consideration shall be given when operations are undertaken under IFR or at night.
- (c) The validity period of the operator proficiency check shall be 6 calendar months. The validity period shall be counted from the end of the month when the check was taken. When the operator proficiency check is undertaken within the last three months of the validity period, the new validity period shall be counted from the original expiry date.

## SUBPART CC: CABIN CREW

### BCAR.ORO.CC.005 Scope

This Subpart establishes the requirements to be met by the operator when operating an aircraft with cabin crew and comprises:

- (a) Section 1 specifying common requirements applicable to all operations; and
- (b) Section 2 specifying additional requirements only applicable to commercial air transport operations.

## SECTION 1 - COMMON REQUIREMENTS

### BCAR.ORO.CC.100 Number and composition of cabin crew

- (a) The number and composition of cabin crew shall be determined taking into account operational factors or circumstances of the particular flight to be operated. Except for balloons, at least one cabin crew member shall be assigned for the operation of aircraft with an MOPSC of more than 19 for land operations and 9 for floatplane/amphibian operations, when carrying one or more passenger(s).
- (b) For the purpose of complying with (a), the minimum number of cabin crew shall be the greater of the following:
  - (1) the number of cabin crew members established during the aircraft certification process in accordance with the applicable certification specifications, for the aircraft cabin configuration used by the operator; or
  - (2) if the number under (1) has not been established, the number of cabin crew established during the aircraft certification process for the maximum certified passenger seating configuration reduced by 1 for every whole multiple of 50 passenger seats of the aircraft cabin configuration used by the operator falling below the maximum certified seating capacity; or
  - (3) one cabin crew member for every 50, or fraction of 50, passenger seats installed on the same deck of the aircraft to be operated.
- (c) For operations where more than one cabin crew member is assigned, the operator shall nominate one cabin crew member to be responsible to the pilot-in-command/commander.
- (d) Reserved

### AMC1 BCAR.ORO.CC.100 Number and composition of cabin crew

#### DETERMINATION OF THE NUMBER AND COMPOSITION OF CABIN CREW

- (a) When determining the minimum number of cabin crew required to operate aircraft engaged in CAT operations, factors to be taken into account should include:
  - (1) the number of doors/exits;

- (2) the type(s) of doors/exits and the associated assisting evacuation means;
  - (3) the location of doors/exits in relation to cabin crew stations and the cabin layout;
  - (4) the location of cabin crew stations taking into account direct view requirements and cabin crew duties in an emergency evacuation including:
    - (i) opening floor level doors/exits and initiating stair or slide deployment;
    - (ii) assisting passengers to pass through doors/exits; and
    - (iii) directing passengers away from inoperative doors/exits, crowd control and passenger flow management;
  - (5) actions required to be performed by cabin crew in ditching, including the deployment of slide-rafts and the launching of life-rafts;
  - (6) additional actions required to be performed by cabin crew members when responsible for a pair of doors/exits; and
  - (7) the type and duration of the flight to be operated.
- (b) When scheduling cabin crew for a flight, the operator should establish procedures that take account of the experience of each cabin crew member. The procedures should specify that the required cabin crew includes some cabin crew members who have at least 3 months experience as an operating cabin crew member.

#### **GM1 BCAR.ORO.CC.100 Number and composition of cabin crew**

##### **MINIMUM NUMBER OF CABIN CREW**

- (a) When determining the minimum required cabin crew for its specific aircraft cabin configuration, the operator should:
- (1) request information regarding the minimum number of cabin crew established by the aircraft type certificate (TC) holder or other design organisation responsible for showing compliance with the evacuation requirements of the applicable Certification Specifications; and
  - (2) take into account the factors specified in AMC1 BCAR.ORO.CC.100, as applicable.
- (b) The number of cabin crew referred to in BCAR.ORO.CC.100 (b)(1) means either:
- (1) the number of cabin crew who actively participated in the aircraft cabin during the relevant emergency evacuation demonstration, or who were assumed to have taken part in the relevant analysis, carried out by the aircraft TC holder when demonstrating the maximum passenger seating capacity (MPSC) of the aircraft type at the time of initial type certification; or
  - (2) a lower number of cabin crew who actively participated in a subsequent emergency evacuation demonstration, or who were assumed to have taken part in the relevant analysis, and for which approval has been obtained for a cabin configuration other than the MPSC, either by the TC holder or by another design organisation. The operator should obtain a clear indication of that

number which is specified in the related documentation. If a lower number is not specified, the number of cabin crew established at the time of initial type certification applies.

**BCAR.ORO.CC.110 Conditions for assignment to duties**

- (a) Cabin crew members shall only be assigned to duties on an aircraft if they:
  - (1) are at least 18 years of age;
  - (2) have been assessed, in accordance with the applicable medical requirements of personnel licensing regulation, as physically and mentally fit to perform their duties and discharge their responsibilities safely; and
  - (3) have successfully completed all applicable training and checking required by this Subpart and are competent to perform the assigned duties in accordance with the procedures specified in the operations manual.
- (b) Before assigning to duties cabin crew members who are working on a freelance or part-time basis, the operator shall verify that all applicable requirements of this Subpart are complied with, taking into account all services rendered by the cabin crew member to any other operator(s), to determine in particular:
  - (1) the total number of aircraft types and variants operated; and
  - (2) the applicable flight and duty time limitations and rest requirements.
- (c) Operating cabin crew members, as well as their role with regard to the safety of passengers and flight, shall be clearly identified to the passengers.

**BCAR.ORO.CC.115 Conduct of training courses and associated checking**

- (a) A detailed programme and syllabus shall be established by the operator for each training course in accordance with the applicable requirements of this Subpart, and the applicable cabin crew requirements of personnel licensing regulations where applicable, to cover the duties and responsibilities to be discharged by the cabin crew members.
- (b) Each training course shall include theoretical and practical instruction together with individual or collective practice, as relevant to each training subject, in order that the cabin crew member achieves and maintains the adequate level of proficiency in accordance with this Subpart.
- (c) Each training course shall be:
  - (1) conducted in a structured and realistic manner; and
  - (2) performed by personnel appropriately qualified for the subject to be covered.
- (d) During or following completion of all training required by this Subpart, each cabin crew member shall undergo a check covering all training elements of the relevant training programme, except for crew resource management (CRM) training. Checks shall be performed by personnel appropriately qualified to verify that the cabin crew member has achieved and/or maintains the required level of proficiency.
- (e) CRM training courses and CRM modules where applicable shall be conducted by a cabin crew CRM instructor. When CRM elements are integrated in other training, a cabin crew CRM instructor shall manage the definition and implementation of the syllabus.



**GM1 BCAR.ORO.CC.115 Conduct of training courses and associated assessment**

**EQUIPMENT AND PROCEDURES**

The following definitions apply for the purpose of training programmes, syllabi and the conduct of training and checking on equipment and procedures:

- (a) 'Safety equipment' means equipment installed/carried to be used during day-to-day normal operations for the safe conduct of the flight and protection of occupants (e.g. seat belts, infant seat belt, safety card, safety demonstration kit).
- (b) 'Emergency equipment' means equipment installed/carried to be used in case of abnormal and emergency situations that demand immediate action for the safe conduct of the flight and protection of occupants, including life preservation (e.g. drop-out oxygen, crash axe, fire extinguisher, protective breathing equipment, manual release tool, slide-raft).
- (c) 'Normal procedures' means all procedures established by the operator in the operations manual for day-to-day normal operations (e.g. pre-flight briefing of cabin crew, pre-flight checks, passenger briefing, securing of galleys and cabin, cabin surveillance during flight).
- (d) 'Emergency procedures' means all procedures established by the operator in the operations manual for abnormal and emergency situations. For this purpose, 'abnormal' refers to a situation that is not typical or usual, deviates from normal operation and may result in an emergency.

**AMC1 BCAR.ORO.CC.115(c) Conduct of training courses and associated checking**

**TRAINING METHODS AND TRAINING DEVICES**

- (a) The operator should establish training methods that take into account the following:
  - (1) training should include the use of cabin training devices, audio-visual presentations, computer-based training and other types of training, as most appropriate to the training element; and
  - (2) a reasonable balance between the different training methods should be ensured so that the cabin crew member achieves the level of proficiency necessary for a safe performance of all related cabin crew duties and responsibilities.
- (b) When assessing the representative training devices to be used, the operator should:
  - (1) take into account that a representative training device may be used to train cabin crew as an alternative to the use of the actual aircraft or required equipment;
  - (2) ensure that those items relevant to the training and checking intended to be given accurately represent the aircraft or equipment in the following particulars:
    - (i) layout of the cabin in relation to doors/exits, galley areas and safety and emergency equipment stowage as relevant;
    - (ii) type and location of passenger seats and cabin crew stations;
    - (iii) doors/exits in all modes of operation, particularly in relation to the method of operation, mass and balance and operating forces, including failure of power-assist systems where fitted; and

- (iv) safety and emergency equipment of the type provided in the aircraft (such equipment may be ‘training use only’ items and, for oxygen and protective breathing equipment, units charged with or without oxygen may be used); and
- (3) assess the following factors when determining whether a door/exit can be considered to be a variant of another type:
  - (i) door/exit arming/disarming;
  - (ii) direction of movement of the operating handle;
  - (iii) direction of door/exit opening;
  - (iv) power-assist mechanisms; and
  - (v) assisting evacuation means such as slides and ropes.

**AMC1 BCAR.ORO.CC.115(d) Conduct of training courses and associated assessment**

**ASSESSMENT**

- (a) Checking required for each training course should be accomplished by the method appropriate to the training element to be checked. These methods are any one of the following:
  - (1) practical demonstration; or
  - (2) computer-based assessment; or
  - (3) in-flight checks; or
  - (4) oral or written tests in the classroom.
- (b) Training elements that require individual practical participation may be combined with practical checks.

**AMC1 BCAR.ORO.CC.115(e) Conduct of training courses and associated checking**

**CREW RESOURCE MANAGEMENT–TRAINING PROGRAMMES AND CRM INSTRUCTORS**

- (a) Implementation of CRM training

Table 1 below indicates which CRM training elements should be covered in each type of training.

**Table 1 — Cabin crew CRM training**

CRM TRAINING ELEMENTS to be covered	Initial	Introductory Operator’s CRM Training	Operator Aircraft Type Conversion Training	Annual Recurrent Training	Senior Cabin Crew (SCC) Course
General Principles					
Human factors in aviation General instructions on CRM principles and objectives	In depth	Not required	Not required	Not required	Overview

Human performance and limitations					
Relevant to the individual cabin crew member					
Personality awareness, human error and reliability, attitudes and behaviours, self-assessment Stress and stress management Fatigue and vigilance Assertiveness, situation awareness, information acquisition and processing	In depth	Not required In depth	Not required	Overview (3 year cycle)	Not required
Relevant to the entire aircraft crew					
Error prevention and detection	Not required	In-depth	Relevant to the type(s)	Overview (3 year cycle)	Reinforcement (relevant to the SCC duties)
Shared situation awareness, information acquisition and processing					
Workload management					
Effective communication and coordination between all crew members including the flight crew as well as inexperienced cabin crew members, cultural differences					
Leadership, cooperation, synergy, decision-making, delegation					
Individual and team responsibilities, decision making, and actions					
Identification and management of the passenger human factors: crowd control, passenger stress, conflict management, medical factors					
Specifics related to aircraft types (narrow/wide bodied, single/multi deck), flight crew and cabin crew composition and number of passengers		Not required	In-depth		

Relevant to the operator and the organisation					
Company safety culture, SOPs, organisational factors, factors linked to the type of operations	Not required	In- depth	Relevant to the type(s)	Overview (3 year cycle)	Reinforcement (relevant to the SCC duties)
Effective communication and coordination with other operational personnel and ground services				Required	
Participation in cabin safety incident and accident reporting					
Case- studies		Required		Required	

(b) CRM training programmes for CAT operations

- (1) There should be an effective liaison between flight crew and cabin crew training departments. Provision should be made to allow, whenever practicable, flight and cabin crew instructors to observe and comment on each other’s training. Consideration should be given to creating films of flight crew compartment scenarios for playback to all cabin crew during recurrent training, and to providing the opportunity for cabin crew members, particularly senior cabin crew members, to participate in flight crew line-oriented flying training (LOFT) exercises.
- (2) The programme of each CRM training course, its content and the level to be achieved should comply with the relevant elements specified in table 1 below, as applicable to the appropriate training course to be completed.
- (3) CRM training for senior cabin crew members
  - (i) CRM training for senior cabin crew members should be the application of knowledge gained in previous CRM training and operational experience relevant to the specific duties and responsibilities of a senior cabin crew member.
  - (ii) The senior cabin crew member should demonstrate the ability to manage the operation and take appropriate leadership/management decisions.

(c) CRM instructor qualifications for CAT operations

- (1) All personnel conducting training should be appropriately qualified to integrate elements of CRM into all appropriate training programmes.
- (2) A training and standardisation programme for CRM instructors should be established.
- (3) The cabin crew CRM instructor should:
  - (i) have suitable experience of CAT operations as a cabin crew member;
  - (ii) have received instruction on human factors performance limitations (HPL);
  - (iii) have completed an introductory CRM course, , and all cabin crew CRM training required by this Part;

- (iv) have received instruction in training skills in order to conduct CRM courses; and
  - (v) be supervised by an appropriately qualified CRM instructor when conducting their first CRM training course.
- (4) An experienced non-cabin crew CRM instructor may continue to be a cabin crew CRM instructor, provided that the provisions specified in (3)(ii) to (3)(v) are satisfied and that the instructor demonstrates a satisfactory knowledge of the nature of the operation, the relevant specific aircraft types and the cabin crew working environment.
- (5) Instructors integrating elements of CRM into aircraft type training, recurrent training, or senior cabin crew training should have acquired relevant knowledge of human factors and have completed appropriate CRM training.

### GM1 BCAR.ORO.CC.115(e) Conduct of training courses and associated checking

#### CREW RESOURCE MANAGEMENT (CRM)

- (a) CRM — General
- (1) CRM should be the effective utilisation of all available resources (e.g. crew members, aircraft systems, and supporting facilities) to achieve safe and efficient operation.
  - (2) The objective of CRM should be to enhance the communication and management skills of the crew member, as well as the importance of effective coordination and two-way communication between all crew members.
  - (3) Operator's CRM training should reflect the culture of the operator, the scale and scope of the operation together with associated operating procedures and areas of operation that produce particular difficulties.
  - (4) Accordingly, where required during CRM training, if relevant aircraft type-specific case studies are not available, then other case studies relevant to the scale and scope of the operation should be considered.
- (b) General principles for CRM training for cabin crew
- (1) Whenever practicable, combined training should be provided to flight crew and cabin crew, particularly senior cabin crew members. This should include feedback.
  - (2) Where appropriate, CRM principles should be integrated into relevant parts of cabin crew training.
  - (3) CRM training should include group discussions and the review of accidents and incidents (case studies).
  - (4) Whenever it is practicable to do so, relevant parts of CRM training should form part of the training conducted in cabin training devices or in the aircraft.
  - (5) CRM training courses should be conducted in a structured and realistic manner.
  - (6) There should be no assessment of CRM skills. Feedback from instructors or members of the group on individual performance should be given during training to the individuals concerned.

(7) For CAT operations, cabin crew CRM training should focus on issues related to cabin crew duties and, therefore, should be different from flight crew CRM training. However, the coordination of the tasks and functions of flight crew and cabin crew should be addressed.

#### **BCAR.ORO.CC.120 Initial training course**

- (a) Each new entrant who does not already hold a valid cabin crew attestation issued in accordance with applicable requirements of personnel licensing regulation:
  - (1) shall be provided with an initial training course as specified in BCAR.CC.TRA.220 of personnel licensing regulation; and
  - (2) shall successfully undergo the associated examination before undertaking other training required by this Subpart.
- (b) Elements of the initial training programme may be combined with the first aircraft type specific training and operator conversion training, provided that the requirements of BCAR.CC.TRA.220 are met and any such element(s) are recorded as elements of the initial training course in the training records of the cabin crew members concerned.

#### **AMC1 BCAR.ORO.CC.120(a)(1) Initial training course**

##### **NEW ENTRANTS IN OPERATIONS OTHER THAN CAT OPERATIONS**

- (a) When a new entrant to an operator conducting operations other than CAT is a cabin crew member, not holding a valid cabin crew attestation, who has already acquired experience as cabin crew in operations other than CAT, credit may be granted to the elements of the initial training programme he/she has previously completed if such training elements are documented in his/her training records.
- (b) In such a case, the operator should ensure that:
  - (1) the full training programme, as specified in Appendix 1 to BCAR-CC, has been covered, and
  - (2) the new entrant successfully undergoes the examination required by BCAR.ORO.CC.120(a)(2).

#### **BCAR.ORO.CC.125 Aircraft type specific training and operator conversion training**

- (a) Each cabin crew member shall have completed appropriate aircraft type specific training and operator conversion training, as well as the associated checks, before being:
  - (1) first assigned by the operator to operate as a cabin crew member; or
  - (2) assigned by that operator to operate on another aircraft type.
- (b) When establishing the aircraft type specific and the operator conversion training programmes and syllabi, the operator shall include, where available, the mandatory elements for the relevant type as defined in the data established in accordance with BCAR-21.
- (c) The aircraft type specific training programme shall:

- (1) involve training and practice on a representative training device or on the actual aircraft; and
- (2) cover at least the following aircraft type specific training elements:
  - (i) aircraft description as relevant to cabin crew duties;
  - (ii) all safety equipment and systems installed relevant to cabin crew duties;
  - (iii) operation and actual opening, by each cabin crew member, of each type or variant of normal and emergency doors and exits in the normal and emergency modes;
  - (iv) demonstration of the operation of the other exits including flight crew compartment windows;
  - (v) fire and smoke protection equipment where installed;
  - (vi) evacuation slide training, where fitted;
  - (vii) operation of the seat, restraint system and oxygen system equipment relevant to pilot incapacitation.
- (d) The operator conversion training programme for each aircraft type to be operated shall:
  - (1) involve training and practice on a representative training device or on the actual aircraft;
  - (2) include training in the operator's standard operating procedures for cabin crew members to be first assigned to duties by the operator;
  - (3) cover at least the following operator specific training elements as relevant to the aircraft type to be operated:
    - (i) description of the cabin configuration;
    - (ii) location, removal and use of all portable safety and emergency equipment carried on-board;
    - (iii) all normal and emergency procedures;
    - (iv) passenger handling and crowd control;
    - (v) fire and smoke training including the use of all related fire-fighting and protective equipment representative of that carried on-board;
    - (vi) evacuation procedures;
    - (vii) pilot incapacitation procedures;
    - (viii) applicable security requirements and procedures;
    - (ix) crew resource management.

**AMC1 BCAR.ORO.CC.125(c) Aircraft type specific training and operator conversion training**

**TRAINING PROGRAMME — AIRCRAFT TYPE SPECIFIC TRAINING**

The following aircraft type specific training elements should be covered as relevant to the aircraft type:

- (a) Aircraft description
  - (1) type of aircraft, principal dimensions, narrow or wide bodied, single or double deck;

- (2) speed, altitude, range;
- (3) passenger seating capacity;
- (4) flight crew number and minimum number of required cabin crew;
- (5) cabin doors/exits location and sill height;
- (6) cargo and unpressurised areas as relevant;
- (7) aircraft systems relevant to cabin crew duties;
- (8) flight crew compartment — general presentation, pilot seats and their mechanism, emergency exits, storage;
- (9) required cabin crew stations;
- (10) flight crew compartment security — general: door components and use;
- (11) access to avionics bay where relevant;
- (12) lavatories — general: doors, systems, calls and signs; and
- (13) least risk bomb location.

(b) Safety and emergency equipment and aircraft systems installed

Each cabin crew member should receive realistic training on, and demonstration of, the location and use of all aircraft type specific safety and emergency equipment and aircraft systems installed, with emphasis on the following:

- (1) slides, and where non-self-supporting slides are carried, the use of any associated assisting evacuation means;
- (2) life-rafts and slide-rafts, including the equipment attached to, and/or carried in, the raft;
- (3) drop-out oxygen system; and
- (4) communication equipment.

(c) Operation of doors and exits

This training should be conducted in a representative training device or in the actual aircraft and should include failure of power assist systems where fitted and the action and forces required to operate and deploy evacuation slides. Training should also include operation and actual opening of the flight crew compartment security door when installed.

(d) Fire and smoke protection equipment

Each cabin crew member should be trained in using fire and/or smoke protection equipment where fitted.

(e) Evacuation slide training

- (1) Each cabin crew member should descend an evacuation slide from a height representative of the aircraft main deck sill height.
- (2) The slide should be fitted to a representative training device or to the actual aircraft.
- (3) A further descent should be made when the cabin crew member qualifies on an aircraft type in which the main deck exit sill height differs significantly from any aircraft type previously operated.



(f) Operation of equipment related to pilot incapacitation

The training should cover any type specific elements or conditions relevant to cabin crew actions to be taken in case of pilot incapacitation. Each cabin crew member should be trained to operate all equipment that must be used in case of pilot incapacitation.

**AMC1 BCAR.ORO.CC.125(d) Aircraft type specific training and operator conversion training**

**TRAINING PROGRAMME — OPERATOR CONVERSION TRAINING**

The following training elements should be covered as relevant to the aircraft type and the related operator's specifics:

(a) Description of the cabin configuration

The description should cover all elements specific to the operator's cabin configuration and any differences with those previously covered in accordance with AMC1 BCAR.ORO.CC.125(c), including:

- (1) required and additional cabin crew stations — location (including direct view), restraint systems, control panels;
- (2) passenger seats — general presentation and associated operator's specific features and equipment;
- (3) designated stowage areas;
- (4) lavatories — operator's specific features, equipment and systems additional to the aircraft type specific elements;
- (5) galley — location, appliances, water and waste system, including shut-off, sinks, drains, stowage, control panels, calls and signs;  
and where applicable
- (6) crew rest areas — location, systems, controls, safety and emergency equipment;
- (7) cabin dividers, curtains, partitions;
- (8) lift location, use, controls;
- (9) stowage for the containment of waste; and
- (10) passenger hand rail system or alternative means.

(b) Safety and emergency equipment

Each cabin crew member should receive realistic training on and demonstration of the location and use of all safety and emergency equipment carried, including:

- (1) life jackets, infant life jackets and flotation devices;
- (2) first-aid and drop-out oxygen, including supplementary systems;
- (3) fire extinguishers and protective breathing equipment (PBE);
- (4) crash axe or crowbar;
- (5) emergency lights including torches;

- (6) communication equipment, including megaphones;
- (7) slide rafts and life rafts' survival packs and their contents;
- (8) pyrotechnics (actual or representative devices);
- (9) first-aid kits, emergency medical kits and their contents; and
- (10) other portable safety and emergency equipment, where applicable.

(c) Normal and emergency procedures

Each cabin crew member should be trained on the operator's normal and emergency procedures as applicable, with emphasis on the following:

- (1) passenger briefing, safety demonstration and cabin surveillance;
- (2) severe air turbulence;
- (3) non-pressurisation, slow and sudden decompression, including the donning of portable oxygen equipment by each cabin crew member; and
- (4) other in-flight emergencies.

(d) Passenger handling and crowd control

Training should be provided on the practical aspects of passenger preparation and handling, as well as crowd control, in various emergency situations as applicable to the operator's specific aircraft cabin configuration, and should cover the following:

- (1) communications between flight crew and cabin crew and use of all communications equipment, including the difficulties of coordination in a smoke-filled environment;
- (2) verbal commands;
- (3) the physical contact that may be needed to encourage people out of a door/exit and onto a slide;
- (4) redirection of passengers away from unusable doors/exits;
- (5) marshalling of passengers away from the aircraft;
- (6) evacuation of special categories of passengers with emphasis on passengers with disabilities or reduced mobility; and
- (7) authority and leadership.

(e) Fire and smoke training

- (1) Each cabin crew member should receive realistic and practical training in the use of all fire-fighting equipment, including protective clothing representative of that carried in the aircraft.
- (2) Each cabin crew member should:
  - (i) extinguish an actual fire characteristic of an aircraft interior fire except that, in the case of halon extinguishers, an alternative extinguishing agent may be used; and
  - (ii) exercise the donning and use of PBE in an enclosed simulated smoke-filled environment with particular emphasis on identifying the actual source of fire and smoke.

(f) Evacuation procedures

Training should include all the operator's procedures that are applicable to planned or unplanned evacuations on land and water. It should also include, where relevant, the additional actions required from cabin crew members responsible for a pair of doors/exits and the recognition of when doors/exits are unusable or when evacuation equipment is unserviceable.

(g) Pilot incapacitation procedures

Unless the minimum flight crew is more than two, each cabin crew member should be trained in the procedure for pilot incapacitation. Training in the use of flight crew checklists, where required by the operator's standard operating procedures (SOPs), should be conducted by a practical demonstration.

(h) Crew resource management

- (1) Each cabin crew member should complete the operator's CRM training covering the applicable training elements to the level specified in the relevant column of Table 1 of AMC1 BCAR.ORO.CC.115(e).
- (2) When a cabin crew member undertakes the operator's conversion training on an aircraft type, the applicable training elements specified in Table 1 of AMC1 BCAR.ORO.CC.115(e) should be covered to the level specified in column 'Operator's aircraft type conversion training'.
- (3) The operator's CRM training and CRM training covered during operator aircraft type conversion training should be conducted by at least one cabin crew CRM instructor.

**AMC1 BCAR.ORO.CC.125 & BCAR.ORO.CC.130 Aircraft type specific training and operator conversion training & differences training**

**TRAINING PROGRAMMES**

The programmes and syllabi of aircraft type specific training, operator conversion training and differences training should take into account the cabin crew member's previous training as documented in his/her training records.

**BCAR.ORO.CC.130 Differences training**

- (a) In addition to the training required in BCAR.ORO.CC.125, the cabin crew member shall complete appropriate training and checking covering any differences before being assigned on:
  - (1) a variant of an aircraft type currently operated; or
  - (2) a currently operated aircraft type or variant with different:
    - (i) safety equipment;
    - (ii) safety and emergency equipment location; or
    - (iii) normal and emergency procedures.
- (b) The differences training programme shall:

- (1) be determined as necessary on the basis of a comparison with the training programme completed by the cabin crew member, in accordance with BCAR.ORO.CC.125(c) and (d), for the relevant aircraft type; and
  - (2) involve training and practice in a representative training device or the actual aircraft as relevant to the difference training element to be covered.
- (c) When establishing a differences training programme and syllabus for a variant of an aircraft type currently operated, the operator shall include, where available, the mandatory elements for the relevant aircraft type and its variants as defined in the data established in accordance with BCAR-21.

#### BCAR.ORO.CC.135 Familiarisation

After completion of aircraft type specific training and operator conversion training on an aircraft type, each cabin crew member shall complete appropriate supervised familiarisation on the type before being assigned to operate as a member of the minimum number of cabin crew required in accordance with BCAR.ORO.CC.100.

#### AMC1 BCAR.ORO.CC.135 Familiarisation

##### FAMILIARISATION FLIGHTS AND AIRCRAFT FAMILIARISATION VISITS

- (a) For CAT operations, familiarisation of cabin crew to a new aircraft type or variant should be completed in accordance with the following, as relevant:
- (1) New entrant cabin crew  
Each new entrant cabin crew member having no previous comparable operating experience should participate in:
    - (i) a familiarisation visit, as described in (c), to the aircraft to be operated; and
    - (ii) familiarisation flights, as described in (b).
  - (2) Cabin crew operating on a subsequent aircraft type  
A cabin crew member assigned to operate on a subsequent aircraft type with the same operator should participate either in:
    - (i) a familiarisation flight, as described in (b); or
    - (ii) a familiarisation visit, as described in (c), to the aircraft type to be operated.
- (b) Familiarisation flights
- (1) During familiarisation flights, the cabin crew member should be assigned in addition to the minimum number of cabin crew required in accordance with BCAR.ORO.CC.100 and if applicable BCAR.ORO.CC.200.
  - (2) Familiarisation flights should be:
    - (i) conducted under the supervision of the senior cabin crew member;
    - (ii) structured and conducted with the cabin crew member participating in pre-flight, in-flight and post-flight safety duties;

- (iii) operated with the cabin crew member wearing the operator's cabin crew uniform; and
  - (iv) recorded in the training record of the cabin crew member.
- (c) Aircraft familiarisation visits
  - (1) Aircraft visits should enable the cabin crew member to become familiar with the aircraft environment and its equipment. Accordingly, aircraft visits should be conducted by appropriately qualified persons. The aircraft visit should provide an overview of the aircraft's exterior, interior and aircraft systems with emphasis on the following:
    - (i) interphone and public address systems;
    - (ii) evacuation alarm systems;
    - (iii) emergency lighting;
    - (iv) smoke detection systems;
    - (v) safety and emergency equipment;
    - (vi) flight crew compartment;
    - (vii) cabin crew stations;
    - (viii) lavatories;
    - (ix) galleys, galley security and water shut-off;
    - (x) cargo areas if accessible from the passenger compartment during flight;
    - (xi) circuit breaker panels located in the passenger compartment;
    - (xii) crew rest areas; and
    - (xiii) doors/exits location and environment.
  - (2) An aircraft familiarisation visit may be combined with the aircraft type specific training or operator conversion training required by BCAR.ORO.CC.125.
- (d) For cabin crew members assigned to operations other than CAT, familiarisation should be completed by means of an aircraft familiarisation visit, or a familiarisation flight, as appropriate taking into account the aircraft type to be operated by the cabin crew member.

#### **BCAR.ORO.CC.140 Recurrent training**

- (a) Each cabin crew member shall complete annually recurrent training and checking.
- (b) Recurrent training shall cover the actions assigned to each member of the cabin crew in normal and emergency procedures and drills relevant to each aircraft type and/or variant to be operated.
- (c) Aircraft type specific training elements:

- (1) Recurrent training shall include annually touch-drills by each cabin crew member for simulating the operation of each type or variant of normal and emergency doors and exits for passenger evacuation.
  - (2) Recurrent training shall also include at intervals not exceeding three years:
    - (i) operation and actual opening by each cabin crew member, in a representative training device or in the actual aircraft, of each type or variant of normal and emergency exits in the normal and emergency modes;
    - (ii) actual operation by each cabin crew member, in a representative training device or in the actual aircraft, of the flight crew compartment security door, in both normal and emergency modes, and of the seat and restraint system, and a practical demonstration of the oxygen system equipment relevant to pilot incapacitation;
    - (iii) demonstration of the operation of all other exits including the flight crew compartment windows; and
    - (iv) demonstration of the use of the life-raft, or slide raft, where fitted.
- (d) Operator specific training elements:
- (1) Recurrent training shall include annually:
    - (i) by each cabin crew member:
      - (A) location and handling of all safety and emergency equipment installed or carried on board; and
      - (B) the donning of life-jackets, portable oxygen and protective breathing equipment (PBE);
    - (ii) stowage of articles in the passenger compartment;
    - (iii) procedures related to aircraft surface contamination;
    - (iv) emergency procedures;
    - (v) evacuation procedures;
    - (vi) incident and accident review;
    - (vii) crew resource management;
    - (viii) aero-medical aspects and first aid including related equipment;
    - (ix) security procedures.
  - (2) Recurrent training shall also include at intervals not exceeding three years:
    - (i) use of pyrotechnics (actual or representative devices);
    - (ii) practical demonstration of the use of flight crew checklists;
    - (iii) realistic and practical training in the use of all fire-fighting equipment, including protective clothing, representative of that carried in the aircraft;
    - (iv) by each cabin crew member:
      - (A) extinguishing a fire characteristic of an aircraft interior fire;
      - (B) donning and use of PBE in an enclosed simulated smoke-filled environment.

- (e) Validity periods:
- (1) The annual recurrent training validity period shall be 12 calendar months counted from the end of the month when the check was taken.
  - (2) If the recurrent training and checking required in (a) are undertaken within the last three calendar months of the validity period, the new validity period shall be counted from the original expiry date.
  - (3) For the additional triennial training elements specified in (c)(2) and (d)(2), the validity period shall be 36 calendar months counted from the end of the month when the checks were taken.

#### AMC1 BCAR.ORO.CC.140 Recurrent training

##### TRAINING PROGRAMMES

- (a) Elements of the annual recurrent training programme
- (1) Training on the location and handling of safety and emergency equipment should include all relevant oxygen systems, and any equipment such as defibrillators if carried on board.
  - (2) Training on emergency procedures should cover pilot incapacitation procedures and crowd control techniques.
  - (3) CRM training should satisfy the following:
    - (i) the applicable training elements specified in Table 1 of AMC1 BCAR.ORO.CC.115(e) should be covered within a 3-year cycle to the level required by Column 'Annual Recurrent Training';
    - (ii) the definition and implementation of the programme should be managed by a cabin crew CRM instructor; and
    - (iii) when CRM training is provided by stand-alone modules, it should be conducted by at least one cabin crew CRM instructor.
- (b) Additional triennial elements of recurrent training programme
- (1) Training on the operation of normal and emergency doors/exits should cover failure of power assist systems where fitted. This should include the actions and forces required to operate and deploy evacuation slides, and additional training when relevant for cabin crew members responsible for a pair of doors/exits.
  - (2) Training in the use of all firefighting equipment, including protective clothing, representative of that carried in the aircraft should include individual practice by each cabin crew member to extinguish a fire characteristic of an aircraft interior fire except that, in the case of halon extinguishers, an alternative extinguishing agent may be used. Training should place particular emphasis on identifying the actual source of fire or smoke.

**BCAR.ORO.CC.145 Refresher training**

- (a) When a cabin crew member, during the preceding six months within the validity period of the last relevant recurrent training and checking:
  - (1) has not performed any flying duties, he/she shall, before being reassigned to such duties, complete refresher training and checking for each aircraft type to be operated; or
  - (2) has not performed flying duties on one particular aircraft type, he/she shall, before being reassigned to duties, complete on that aircraft type:
    - (i) refresher training and checking; and
    - (ii) two familiarisation flights in accordance with BCAR.ORO.CC.135.
- (b) The refresher training programme for each aircraft type shall at least cover:
  - (1) emergency procedures;
  - (2) evacuation procedures;
  - (3) operation and actual opening, by each cabin crew member, of each type or variant of normal and emergency exits and of the flight crew compartment security door in the normal and emergency modes;
  - (4) demonstration of the operation of all other exits including the flight crew compartment windows;
  - (5) location and handling of all relevant safety and emergency equipment installed or carried on-board.
- (c) The operator may elect to replace refresher training by recurrent training if the reinstatement of the cabin crew member's flying duties commences within the validity period of the last recurrent training and checking. If that validity period has expired, refresher training may only be replaced by aircraft type specific and operator conversion training as specified in BCAR.ORO.CC.125.

**AMC1 BCAR.ORO.CC.145 Refresher training**

**TRAINING PROGRAMME**

- (a) Training on emergency procedures should include pilot incapacitation procedures and crowd control techniques as applicable to the aircraft type; and
- (b) Operation of doors and exits by each cabin crew member should include failure of power assist systems where fitted as well as the action and forces required to operate and deploy evacuation slides.



**GM1 BCAR.ORO.CC.145 Refresher training**

**FREQUENCY OF REFRESHER TRAINING**

For aircraft with complex equipment or procedures, the operator should consider the need for refresher training to be completed by cabin crew members who have been absent from flying duties for less than 6 months.

## SECTION 2 - ADDITIONAL REQUIREMENTS FOR COMMERCIAL AIR TRANSPORT OPERATIONS

### BCAR.ORO.CC.200 Senior cabin crew member

- (a) When more than one cabin crew member is required, the composition of the cabin crew shall include a senior cabin crew member nominated by the operator.
- (b) The operator shall nominate cabin crew members to the position of senior cabin crew member only if they:
  - (1) have at least one year of experience as operating cabin crew member; and
  - (2) have successfully completed a senior cabin crew training course and the associated check.
- (c) The senior cabin crew training course shall cover all duties and responsibilities of senior cabin crew members and shall include at least the following elements:
  - (1) pre-flight briefing;
  - (2) cooperation with the crew;
  - (3) review of operator requirements and legal requirements;
  - (4) accident and incident reporting;
  - (5) human factors and crew resource management (CRM); and
  - (6) flight and duty time limitations and rest requirements.
- (d) The senior cabin crew member shall be responsible to the commander for the conduct and coordination of normal and emergency procedures specified in the operations manual, including for discontinuing non-safety-related duties for safety or security purposes.
- (e) The operator shall establish procedures to select the most appropriately qualified cabin crew member to act as senior cabin crew member if the nominated senior cabin crew member becomes unable to operate. Changes to these procedures shall be notified to BCAA.

### AMC1 BCAR.ORO.CC.200(c) Senior cabin crew member

#### TRAINING PROGRAMME

The senior cabin crew member training course should at least cover the following elements:

- (a) Pre-flight briefing:
  - (1) operating as a crew;
  - (2) allocation of cabin crew stations and responsibilities; and
  - (3) consideration of the particular flight, aircraft type, equipment, area and type of operation, including extended range operations with two-engine aeroplanes (ETOPS) and special categories of passengers with emphasis on passengers with disabilities or reduced mobility, infants and stretcher cases.
- (b) Cooperation within the crew:
  - (1) discipline, responsibilities and chain of command;
  - (2) importance of coordination and communication; and

- (3) pilot incapacitation.
- (c) Review of operator requirements and legal requirements:
  - (1) passenger briefing, safety briefing cards;
  - (2) securing of galleys;
  - (3) stowage of cabin baggage;
  - (4) electronic equipment;
  - (5) procedures when fuelling with passengers on board;
  - (6) turbulence; and
  - (7) documentation.
- (d) Accident and incident reporting.
- (e) Human factors and CRM:

The operator should ensure that all applicable elements specified in Table 1 of AMC1 BCAR.ORO.CC.115(e) are integrated into the training and covered to the level required by Column 'Senior Cabin Crew Course'.
- (f) Flight and duty time limitations and rest requirements (FTL).

**AMC1 BCAR.ORO.CC.200(d) Senior cabin crew member**

**RESPONSIBILITY TO THE COMMANDER**

When the level of turbulence so requires, and in the absence of any instructions from the flight crew, the senior cabin crew member should be entitled to discontinue non-safety-related duties and advise the flight crew of the level of turbulence being experienced and the need for the fasten seat belt signs to be switched on. This should be followed by the cabin crew securing the passenger cabin and other relevant areas.

**AMC1 BCAR.ORO.CC.200(e) Senior cabin crew member**

**UNABLE TO OPERATE**

- (a) Replacement of senior cabin crew member at the home base of the operator

A senior cabin crew member who did not report for or cannot commence the assigned flight or series of flights originating from the home base of the operator should be replaced without undue delay. The flight should not depart unless another senior cabin crew member has been assigned.
- (b) Replacement of incapacitated or unavailable senior cabin crew member
  - (1) A senior cabin crew member, who becomes incapacitated during a flight or series of flights, or unavailable at a stopover (layover) point, should be replaced without undue delay by another senior cabin crew member qualified on the concerned aircraft type/variant. If there is no other senior cabin crew member, the most appropriately qualified cabin crew member should be assigned to act as senior cabin crew member in order to reach a base of the operator.

- (2) If during the series of flights the aircraft transits via a base of the operator, the assigned cabin crew member acting as senior cabin crew member should be replaced by another senior cabin crew member.

**AMC2 BCAR.ORO.CC.200(e) Senior cabin crew member**

**MOST APPROPRIATELY QUALIFIED CABIN CREW MEMBER**

Selection of the most appropriately qualified cabin crew member should take into account if the individual's experience as operating cabin crew member is adequate for the conduct of duties required of a senior cabin crew member. The selected cabin crew member should have operational experience on the concerned aircraft type/variant.

**GM1 BCAR.ORO.CC.200(e) Senior cabin crew member**

**REPLACEMENT OF INCAPACITATED OR UNAVAILABLE SENIOR CABIN CREW MEMBER BY ANOTHER SENIOR CABIN CREW MEMBER**

To ensure that another senior cabin crew member is assigned without undue delay, the operator should take appropriate measures. These include, but are not limited to, the following:

- (a) to ensure that a flight or series of flights do not depart from an aerodrome where a senior cabin crew member is available or can be made available, the operator may:
  - (1) appoint a senior cabin crew member originally assigned to another flight and who is available at the concerned base or stopover (layover) point if the reporting time for that flight provides sufficient time to find a replacement; or
  - (2) assign a senior cabin crew member who is on standby to operate the flight or to position to the destination where the nominated senior cabin crew member has become incapacitated or unavailable to operate;
- (b) the operator should utilise another senior cabin crew member if she/he is among the operating crew on the same flight;
- (c) in case of unavailable senior cabin crew member, the operator should use the available time and resources to replace him/her at the stopover (layover) point with another senior cabin crew member;
- (d) the operator should consider including the identification of the most appropriately qualified cabin crew member in pre-flight briefings.

**GM2 BCAR.ORO.CC.200(e) Senior cabin crew member**

**FLIGHT OR SERIES OF FLIGHTS**

Flight or series of flights refers to a period that commences when a cabin crew member is required to report for duty, which includes a sector or a series of sectors, and finishes when the aircraft finally comes to rest and the engines are shut down, at the end of the last sector on which the cabin crew member acts as an operating crew member.

**BCAR.ORO.CC.205 Reduction of the number of cabin crew during ground operations and in unforeseen circumstances**

- (a) Whenever any passengers are on board an aircraft, the minimum number of cabin crew required in accordance with BCAR.ORO.CC.100 shall be present in the passenger compartment.

- (b) Subject to the conditions specified in (c), this number may be reduced:
  - (1) during normal ground operations not involving refuelling/defueling when the aircraft is at its parking station; or
  - (2) in unforeseen circumstances if the number of passengers carried on the flight is reduced. In this case a report shall be submitted to BCAA after completion of the flight.
  - (3) Reserved
- (c) Conditions:
  - (1) procedures ensuring that an equivalent level of safety is achieved with the reduced number of cabin crew, in particular for evacuation of passengers, are established in the operations manual;
  - (2) the reduced cabin crew includes a senior cabin crew member as specified in BCAR.ORO.CC. 200;
  - (3) at least one cabin crew member is required for every 50, or fraction of 50, passengers present on the same deck of the aircraft;
  - (4) in the case of normal ground operations with aircraft requiring more than one cabin crew member, the number determined in accordance with (c)(3) shall be increased to include one cabin crew member per pair of floor level emergency exits.
- (d) Reserved

**GM1 BCAR.ORO.CC.205(b)(2) Reduction of the number of cabin crew during ground operations and in unforeseen circumstances**

**UNFORESEEN CIRCUMSTANCES**

Unforeseen circumstances in this context refer to incapacitation and unavailability of a senior cabin crew member or a cabin crew member as follows:

- (a) 'Incapacitation' means a sudden degradation of medical fitness that occurs during flight duty period either in-flight or during a flight transit of the same flight duty period away from operator's base and that precludes the senior cabin crew member or cabin crew member from performing his/her duties. Incapacitation prior to dispatch of the aircraft from a base of the operator does not substantiate a reduction of the cabin crew complement below the minimum required.
- (b) 'Unavailability' means circumstances at a stopover (layover) destination that preclude the senior cabin crew member or cabin crew member from reporting for the flight duty period, such as traffic jams that prevent the senior cabin crew member or cabin crew member from presenting himself/herself at the crew pick-up point in time, difficulties with local authorities, health problems, death, etc. Unavailability does not refer to insufficient number or absence of cabin crew members on standby, or absence from work due to pregnancy, maternity/paternity leave, parental leave, medical leave, sick leave, or any other absence from work.

**AMC1 BCAR.ORO.CC.205(c)(1) Reduction of the number of cabin crew during ground operations and in unforeseen circumstances**

**PROCEDURES WITH REDUCED NUMBER OF CABIN CREW**

- (a) During ground operations, if reducing the applicable minimum required number of cabin crew, the operator should ensure that the procedures required by BCAR.ORO.CC.205 (c)(1) specify that:
- (1) electrical power is available on the aircraft;
  - (2) a means of initiating an evacuation is available to the senior cabin crew member or at least one member of the flight crew is in the flight crew compartment;
  - (3) cabin crew stations and associated duties are specified in the operations manual; and
  - (4) cabin crew remain aware of the position of servicing and loading vehicles at and near the exits.
- Additionally, in the case of passengers' embarkation:
- (5) the senior cabin crew member should have performed the pre-boarding safety briefing to the cabin crew; and
  - (6) the pre-boarding cabin checks should have been completed.
- (b) If, in unforeseen circumstances, the number of cabin crew members is reduced below the applicable minimum required number, for example in the event of incapacitation or unavailability of cabin crew, the procedures established for this purpose in the operations manual should take into consideration at least the following:
- (1) reduction of passenger numbers;
  - (2) reseating of passengers with due regard to doors/exits and other applicable limitations; and
  - (3) relocation of cabin crew taking into account the factors specified in AMC1 BCAR.ORO.CC.100 and any change of procedures.

**BCAR.ORO.CC.210 Additional conditions for assignment to duties**

Cabin crew members shall only be assigned to duties, and operate, on a particular aircraft type or variant if they:

- (a) hold a valid licence issued in accordance with BCAR-CC to Civil Aviation Act of Bhutan 2016;
- (b) are qualified on the type or variant in accordance with this Subpart;
- (c) comply with the other applicable requirements of this Subpart and BCAR-CAT;
- (d) wear the operator's cabin crew uniform.

**GM1 BCAR.ORO.CC.210(d) Additional conditions for assignment to duties**

**OPERATOR'S CABIN CREW UNIFORM**

The uniform to be worn by operating cabin crew should be such as not to impede the performance of their duties, as required for the safety of passengers and flight during operations, and should allow passengers to identify the operating cabin crew including in an emergency situation.

**BCAR.ORO.CC.215 Training and checking programs and related documentation**

- (a) Training and checking programmes including syllabi required by this Subpart shall be approved by BCAA and specified in the operations manual.
- (b) After a cabin crew member has successfully completed a training course and the associated check, the operator shall:
  - (1) update the cabin crew member’s training records in accordance with BCAR.ORO.MLR.115; and
  - (2) provide him/her with a list showing updated validity periods as relevant to the aircraft type(s) and variant(s) on which the cabin crew member is qualified to operate.

**GM1 BCAR.ORO.CC.215(b)(2) Training and checking programmes and related documentation**

**LIST OF AIRCRAFT TYPE/VARIANT QUALIFICATION(S)**

When providing the updated validity list of aircraft type/variant qualifications to cabin crew members having successfully completed a training course and the associated checking, the operator may use the following format. If using another format, at least the elements in (a) to (d) and in columns (1) and (2) should be indicated to show validity of qualification(s).

CABIN CREW AIRCRAFT TYPE/VARIANT QUALIFICATION(S)							
(a)	:						
(b)	Cabin crew holder's full name: The above-mentioned person may act as an operating cabin crew member during flight operations only if his/her aircraft type and/or variant qualification(s) listed below, and dated DD/MM/YYYY, comply with the applicable validity period(s) specified in BCAR-ORO.						
(c)	Issuing organisation: (name, postal address, AOC and/or approval reference number and stamp or logo)						
(d)	Date of issue: (DD/MM/YYYY)						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	Qualification Valid until	Aircraft type specific training	Operator conversion training	Differences training <i>If relevant</i>	Familiarisation	Last recurrent training	Refresher training <i>If relevant</i>
A/C type 1							
Variant ...							
A/C type 2							
Variant ...							
A/C type 3							
Variant ...							
<i>If approved</i> A/C type 4							

**BCAR.ORO.CC.250 Operation on more than one aircraft type or variant**

- (a) A cabin crew member shall not be assigned to operate on more than three aircraft types, except that, with the approval of BCAA, the cabin crew member may be assigned to operate on four aircraft types if for at least two of the types:
  - (1) safety and emergency equipment and type-specific normal and emergency procedures are similar; and
  - (2) non-type-specific normal and emergency procedures are identical.



- (b) For the purpose of (a) and for cabin crew training and qualifications, the operator shall determine:
  - (1) each aircraft as a type or a variant taking into account, where available, the relevant data established in accordance with applicable requirements for the relevant aircraft type or variant; and
  - (2) variants of an aircraft type to be different types if they are not similar in the following aspects:
    - (i) emergency exit operation;
    - (ii) location and type of portable safety and emergency equipment;
    - (iii) type-specific emergency procedures.

**AMC1 BCAR.ORO.CC.250(b) Operation on more than one aircraft type or variant**

**DETERMINATION OF AIRCRAFT TYPES AND VARIANTS**

- (a) When determining similarity of location and type of portable safety and emergency equipment, the following factors should be assessed:
  - (1) all portable safety and emergency equipment is stowed in the same, or in exceptional circumstances, in substantially the same location;
  - (2) all portable safety and emergency equipment requires the same method of operation;
  - (3) portable safety and emergency equipment includes:
    - (i) fire-fighting equipment;
    - (ii) protective breathing equipment (PBE);
    - (iii) oxygen equipment;
    - (iv) crew life-jackets;
    - (v) torches;
    - (vi) megaphones;
    - (vii) first-aid equipment;
    - (viii) survival and signalling equipment; and
    - (ix) other safety and emergency equipment, where applicable.
- (b) The type-specific emergency procedures to be considered should include at least the following:
  - (1) land and water evacuation;
  - (2) in-flight fire;
  - (3) non-pressurisation, slow and sudden decompression; and
  - (4) pilot incapacitation.
- (c) When determining similarity of doors/exits in the absence of operational suitability data established in accordance with applicable regulations for the relevant aircraft type(s) or

variant(s), the following factors should be assessed, except for self-help exits, such as type III and type IV exits, that need not be included in the assessment:

- (1) door/exit arming and disarming;
- (2) direction of movement of the operating handle;
- (3) direction of door/exit opening;
- (4) power assist mechanisms; and
- (5) assisting evacuation means.

#### GM1 BCAR.ORO.CC.250 Operation on more than one aircraft type or variant

##### SAFETY BRIEFING FOR CABIN CREW

When changing aircraft type or variant during a series of flight sectors, the cabin crew safety briefing should include a representative sample of type-specific normal and emergency procedures and safety and emergency equipment applicable to the actual aircraft to be operated for the immediately subsequent flight sector.

#### BCAR.ORO.CC.255 Single cabin crew member operations

- (a) The operator shall select, recruit, train and check the proficiency of cabin crew members to be assigned to single cabin crew member operations according to criteria appropriate to this type of operation.
- (b) Cabin crew members who have no previous operating experience as single cabin crew member shall only be assigned to such type of operation after they have:
  - (1) completed training as required in (c) in addition to other applicable training and checking required by this Subpart;
  - (2) successfully passed the checks verifying their proficiency in discharging their duties and responsibilities in accordance with the procedures specified in the operations manual; and
  - (3) undertaken familiarisation flying of at least 20 hours and 15 sectors on the relevant aircraft type under the supervision of an appropriately experienced cabin crew member.
- (c) The following additional training elements shall be covered with particular emphasis to reflect single cabin crew operations:
  - (1) responsibility to the commander for the conduct of normal and emergency procedures;
  - (2) importance of coordination and communication with the flight crew, in particular when managing unruly or disruptive passengers;
  - (3) review of operator requirements and legal requirements;
  - (4) documentation;
  - (5) accident and incident reporting; and
  - (6) flight and duty time limitations and rest requirements.

## SUBPART TC - TECHNICAL CREW IN HEMS OR HHO OPERATIONS

### BCAR.ORO.TC.100 Scope

This Subpart establishes the requirements to be met by the operator when operating an aircraft with technical crew members in commercial air transport helicopter emergency medical service (HEMS) or helicopter hoist operations (HHO).

### BCAR.ORO.TC.105 Conditions for assignment to duties

- (a) Technical crew members in commercial air transport HEMS or HHO operations shall only be assigned duties if they:
  - (1) are at least 18 years of age;
  - (2) are physically and mentally fit to safely discharge assigned duties and responsibilities;
  - (3) have completed all applicable training required by this Subpart to perform the assigned duties;
  - (4) have been checked as proficient to perform all assigned duties in accordance with the procedures specified in the operations manual.
- (b) Before assigning to duties technical crew members who are self-employed and/or working on a freelance or part-time basis, the operator shall verify that all applicable requirements of this Subpart are complied with, taking into account all services rendered by the technical crew member to other operator(s) to determine in particular:
  - (1) the total number of aircraft types and variants operated;
  - (2) the applicable flight and duty time limitations and rest requirements.

### GM1 BCAR.ORO.TC.105 Conditions for assignment to duties

#### GENERAL

- (a) The technical crew member in HEMS or HHO operations should undergo an initial medical examination or assessment and, if applicable, a re-assessment before undertaking duties.
- (b) Any medical assessment or re-assessment should be carried out according to best aero-medical practice by a medical practitioner who has sufficiently detailed knowledge of the applicant's medical history.
- (c) The operator should maintain a record of medical fitness for each technical crew member.
- (d) Technical crew members should:
  - (1) be in good health;
  - (2) be free from any physical or mental illness that might lead to incapacitation or inability to perform crew duties;
  - (3) have normal cardio-respiratory function;

- (4) have normal central nervous system;
- (5) have adequate visual acuity 6/9 with or without glasses;
- (6) have adequate hearing; and
- (7) have normal function of ear, nose and throat.

#### **BCAR.ORO.TC.110 Training and checking**

- (a) The operator shall establish a training programme in accordance with the applicable requirements of this Subpart to cover the duties and responsibilities to be performed by technical crew members.
- (b) Following the completion of initial, operator conversion, differences and recurrent training, each technical crew member shall undergo a check to demonstrate their proficiency in carrying out normal and emergency procedures.
- (c) Training and checking shall be conducted for each training course by personnel suitably qualified and experienced in the subject to be covered. The operator shall inform BCAA about the personnel conducting the checks.

#### **AMC1 BCAR.ORO.TC.110 Training and checking**

##### **GENERAL**

- (a) Elements of training that require individual practice may be combined with practical checks.
- (b) The checks should be accomplished by the method appropriate to the type of training including:
  - (1) practical demonstration;
  - (2) computer-based assessment;
  - (3) in-flight checks; and/or
  - (4) oral or written tests.

#### **BCAR.ORO.TC.115 Initial training**

Before undertaking the operator conversion training, each technical crew member shall complete initial training, including:

- (a) general theoretical knowledge on aviation and aviation regulations covering all elements relevant to the duties and responsibilities required of technical crew;
- (b) fire and smoke training;
- (c) survival training on ground and in water, appropriate to the type and area of operation;
- (d) aero-medical aspects and first-aid;
- (e) communication and relevant CRM elements of BCAR.ORO.FC.115 and BCAR.ORO.FC.215.

**AMC1 BCAR.ORO.TC.115 Initial training**

**ELEMENTS**

- (a) The elements of initial training mentioned in BCAR.ORO.TC.115 should include in particular:
- (1) General theoretical knowledge on aviation and aviation regulations relevant to duties and responsibilities:
    - (i) the importance of crew members performing their duties in accordance with the operations manual;
    - (ii) continuing competence and fitness to operate as a crew member with special regard to flight and duty time limitations and rest requirements;
    - (iii) an awareness of the aviation regulations relating to crew members and the role of the competent and inspecting authority;
    - (iv) general knowledge of relevant aviation terminology, theory of flight, passenger distribution, meteorology and areas of operation;
    - (v) pre-flight briefing of the crew members and the provision of necessary safety information with regard to their specific duties;
    - (vi) the importance of ensuring that relevant documents and manuals are kept up-to-date with amendments provided by the operator;
    - (vii) the importance of identifying when crew members have the authority and responsibility to initiate an evacuation and other emergency procedures; and
    - (viii) the importance of safety duties and responsibilities and the need to respond promptly and effectively to emergency situations.
  - (2) Fire and smoke training:
    - (i) reactions to emergencies involving fire and smoke and identification of the fire sources;
    - (ii) the classification of fires and the appropriate type and techniques of application of extinguishing agents, the consequences of misapplication, and of use in a confined space; and
    - (iii) the general procedures of ground-based emergency services at aerodromes.
  - (3) When conducting extended overwater operations, water survival training, including the use of personal flotation equipment.
  - (4) Before first operating on an aircraft fitted with life-rafts or other similar equipment, training on the use of this equipment, including practice in water.
  - (5) Survival training appropriate to the areas of operation (e.g. polar, desert, jungle, sea or mountain).
  - (6) Aero-medical aspects and first aid, including:
    - (i) instruction on first aid and the use of first-aid kits; and
    - (ii) the physiological effects of flying.

- (7) Effective communication between technical crew members and flight crew members, including common language and terminology.
- (8) Relevant CRM elements of AMC1 and AMC1.1 BCAR.ORO.FC.115&.215.

#### **BCAR.ORO.TC.120 Operator conversion training**

Each technical crew member shall complete:

- (a) operator conversion training, including relevant CRM elements,
  - (1) before being first assigned by the operator as a technical crew member; or
  - (2) when changing to a different aircraft type or class, if any of the equipment or procedures mentioned in (b) are different.
- (b) Operator conversion training shall include:
  - (1) the location and use of all safety and survival equipment carried on the aircraft;
  - (2) all normal and emergency procedures;
  - (3) on-board equipment used to carry out duties in the aircraft or on the ground for the purpose of assisting the pilot during HEMS or HHO operations.

#### **AMC1 BCAR.ORO.TC.120&.125 Operator conversion training and differences training**

##### **ELEMENTS**

- (a) Operator conversion training mentioned in BCAR.ORO.TC.120 (b) and differences training mentioned in BCAR.ORO.TC.125 (a) should include the following:
  - (1) Fire and smoke training, including practical training in the use of all firefighting equipment as well as protective clothing representative of that carried in the aircraft. Each technical crew member should:
    - (i) extinguish a fire characteristic of an aircraft interior fire except that, in the case of Halon extinguishers, an alternative extinguishing agent may be used; and
    - (ii) practise the donning and use of protective breathing equipment (when fitted) in an enclosed, simulated smoke-filled environment.
  - (2) Practical training on operating and opening all normal and emergency exits for passenger evacuation in an aircraft or representative training device and demonstration of the operation of all other exits.
  - (3) Evacuation procedures and other emergency situations, including:
    - (i) recognition of planned or unplanned evacuations on land or water — this training should include recognition of unusable exits or unserviceable evacuation equipment;
    - (ii) in-flight fire and identification of fire source; and
    - (iii) other in-flight emergencies.

- (4) When the flight crew is more than one, training on assisting if a pilot becomes incapacitated, including a demonstration of:
  - (i) the pilot's seat mechanism;
  - (ii) fastening and unfastening the pilot's seat restraint system;
  - (iii) use of the pilot's oxygen equipment, when applicable; and
  - (iv) use of pilots' checklists.
- (5) Training on, and demonstration of, the location and use of safety equipment, including the following:
  - (i) life rafts, including the equipment attached to, and/or carried in, the raft, where applicable;
  - (ii) life jackets, infant life jackets and flotation devices, where applicable;
  - (iii) fire extinguishers;
  - (iv) crash axe or crow bar;
  - (v) emergency lights, including portable lights;
  - (vi) communication equipment, including megaphones;
  - (vii) survival packs, including their contents;
  - (viii) pyrotechnics (actual or representative devices);
  - (ix) first-aid kits, their contents and emergency medical equipment; and
  - (x) other safety equipment or systems, where applicable.
- (6) Training on passenger briefing/safety demonstrations and preparation of passengers for normal and emergency situations.
- (7) Training on the use of dangerous goods, if applicable.
- (8) Task-specific training.

**AMC2 BCAR.ORO.TC.120&.125 Operator conversion training and differences training**

**GENERAL**

- (a) The operator should determine the content of the conversion or differences training taking account of the technical crew member's previous training as documented in the technical crew member's training records.
- (b) Aircraft conversion or differences training should be conducted according to a syllabus and include the use of relevant equipment and emergency procedures and practice on a representative training device or on the actual aircraft.
- (c) The operator should specify in the operations manual the maximum number of types or variants that can be operated by a technical crew member.

**BCAR.ORO.TC.125 Differences training**

- (a) Each technical crew member shall complete differences training when changing equipment or procedures on types or variants currently operated.
- (b) The operator shall specify in the operations manual when such differences training is required.

**BCAR.ORO.TC.130 Familiarisation flights**

Following completion of the operator conversion training, each technical crew member shall undertake familiarisation flights prior to operating as a required technical crew member in HEMS or HHO operations.

**BCAR.ORO.TC.135 Recurrent training**

- (a) Within every 12-month period, each technical crew member shall undergo recurrent training relevant to the type or class of aircraft and equipment that the technical crew member operates. Elements of CRM shall be integrated into all appropriate phases of the recurrent training.
- (b) Recurrent training shall include theoretical and practical instruction and practice.

**AMC1 BCAR.ORO.TC.135 Recurrent training**

**ELEMENTS**

- (a) The 12-month period mentioned in BCAR.ORO.TC.135 (a) should be counted from the last day of the month when the first checking was made. Further training and checking should be undertaken within the last 3 calendar months of that period. The new 12-month period should be counted from the original expiry date.
- (b) The recurrent practical training should include every year:
  - (1) emergency procedures, including pilot incapacitation;
  - (2) evacuation procedures;
  - (3) touch-drills by each technical crew member for opening normal and emergency exits for (passenger) evacuation;
  - (4) the location and handling of emergency equipment and the donning by each technical crew member of life jackets and protective breathing equipment (PBE), when applicable;
  - (5) first aid and the contents of the first-aid kit(s);
  - (6) stowage of articles in the cabin;
  - (7) use of dangerous goods, if applicable;
  - (8) incident and accident review; and
  - (9) crew resource management: all major topics of the initial CRM training should be covered over a period not exceeding 3 years.



- (c) Recurrent training should include every 3 years:
  - (1) practical training on operating and opening all normal and emergency exits for passenger evacuation in an aircraft or representative training device and demonstration of the operation of all other exits;
  - (2) practical training in the use of all firefighting equipment as well as protective clothing representative of that carried in the aircraft. Each technical crew member should:
    - (i) extinguish a fire characteristic of an aircraft interior fire except that, in the case of Halon extinguishers, an alternative extinguishing agent may be used; and
    - (ii) practise the donning and use of protective breathing equipment (when fitted) in an enclosed, simulated smoke-filled environment;
  - (3) use of pyrotechnics (actual or representative devices); and
  - (4) demonstration of the use of the life raft, where fitted.

#### **BCAR.ORO.TC.140 Refresher training**

- (a) Each technical crew member who has not undertaken duties in the previous six months shall complete the refresher training specified in the operations manual.
- (b) The technical crew member who has not performed flying duties on one particular aircraft type or class during the preceding six months shall, before being assigned on that type or class, complete either:
  - (1) refresher training on the type or class; or
  - (2) two familiarisation sectors on the aircraft type or class.

#### **AMC1 BCAR.ORO.TC.140 Refresher training**

##### **ELEMENTS**

- (a) Refresher training may include familiarisation flights.
- (b) Refresher training should include at least the following:
  - (1) emergency procedures, including pilot incapacitation;
  - (2) evacuation procedures;
  - (3) practical training on operating and opening all normal and emergency exits for passenger evacuation in an aircraft or representative training device and demonstration of the operation of all other exits; and
  - (4) the location and handling of emergency equipment, and the donning of life jackets and protective breathing equipment, when applicable.

**SUBPART FTL: FLIGHT AND DUTY TIME LIMITATIONS AND REST REQUIREMENTS**

**SECTION 1 – GENERAL**

**BCAR.ORO.FTL.100 Scope**

This Subpart establishes the requirements to be met by an operator with regard to flight and duty time limitations and rest requirements for crew members.

**BCAR.ORO.FTL.105 Definitions**

For the purpose of this Subpart, the following definitions shall apply:

- (1) ‘Acclimatised’: means that a crew member is considered to be acclimatised to a 2-hour wide time zone surrounding the local time of his/her point of departure. When the local time of the place where a duty commences differs by more than 2 hours from that at the place where a duty ends, the crew member is considered to be acclimatised in accordance with the values in the table below for the calculation of the maximum daily FDP.

*Table 1*

Time difference (h) between reference time and local time where the crew member starts the next duty	Time elapsed since reporting at reference time				
	<48	48–71:59	72–95:59	96–119:59	≥120
< 4	B	D	D	D	D
≤6	B	X	D	D	D
≤9	B	X	X	D	D
≤12	B	X	X	X	D

‘B’ means acclimatised to the local time of the departure time zone,

‘D’ means acclimatised to the local time where the crew member starts his/her next duty, and

‘X’ means that a crew member is in an unknown state of acclimatisation.

- (2) ‘reference time’ means the local time at the reporting point situated in a 2-hour wide time zone band around the local time where a crew member is acclimatised;
- (3) ‘Accommodation’ means, for the purpose of standby and split duty, a quiet and comfortable place not open to the public with the ability to control light and temperature, equipped with adequate furniture that provides a crew member with a possibility to sleep, with enough capacity to accommodate all crew members present at the same time and with access to food and drink.

- (4) 'suitable accommodation' means, for the purpose of standby, split duty and rest, a separate room for each crew member located in a quiet environment and equipped with a bed, which is sufficiently ventilated, has a device for regulating temperature and light intensity, and access to food and drink;
  - (5) 'augmented flight crew' means a flight crew which comprises more than the minimum number required to operate the aircraft, allowing each flight crew member to leave the assigned post, for the purpose of in-flight rest, and to be replaced by another appropriately qualified flight crew member;
  - (6) 'break' means a period of time within an flight duty period, shorter than a rest period, counting as duty and during which a crew member is free of all tasks;
  - (7) 'delayed reporting' means the postponement of a scheduled FDP by the operator before a crew member has left the place of rest;
  - (8) 'disruptive schedule' means a crew member's roster which disrupts the sleep opportunity during the optimal sleep time window by comprising an FDP or a combination of FDPs which encroach, start or finish during any portion of the day or of the night where a crew member is acclimatised. A schedule may be disruptive due to early starts, late finishes or night duties.
    - (a) 'early type' of disruptive schedule means:
      - (i) for 'early start' a duty period starting in the period between 05:00 and 05:59 in the time zone to which a crew member is acclimatised, and
      - (ii) for 'late finish' a duty period finishing in the period between 23:00 and 01:59 in the time zone to which a crew member is acclimatised;
    - (b) 'late type' of disruptive schedule means:
      - (i) for 'early start' a duty period starting in the period between 05:00 and 06:59 in the time zone to which a crew member is acclimatised; and
      - (ii) for 'late finish' a duty period finishing in the period between 00:00 and 01:59 in the time zone to which a crew member is acclimatised;
  - (9) 'night duty' means a duty period encroaching any portion of the period between 02:00 and 04:59 in the time zone to which the crew is acclimatised;
  - (10) 'duty' means any task that a crew member performs for the operator, including flight duty, administrative work, giving or receiving training and checking, positioning, and some elements of standby;
  - (11) 'duty period' means a period which starts when a crew member is required by an operator to report for or to commence a duty and ends when that person is free of all duties, including post-flight duty;
  - (12) 'flight duty period ('FDP')' means a period that commences when a crew member is required to report for duty, which includes a sector or a series of sectors, and finishes when the aircraft finally comes to rest and the engines are shut down, at the end of the last sector on which the crew member acts as an operating crew member;
  - (13) 'flight time' means, for aeroplanes and touring motor gliders, the time between an aircraft first moving from its parking place for the purpose of taking off until it comes to rest on the designated parking position and all engines or propellers are shut down.
-

- (14) 'home base' means the location, assigned by the operator to the crew member, from where the crew member normally starts and ends a duty period or a series of duty periods and where, under normal circumstances, the operator is not responsible for the accommodation of the crew member concerned;
- (15) 'local day' means a 24-hour period commencing at 00:00 local time;
- (16) 'local night' means a period of 8 hours falling between 22:00 and 08:00 local time;
- (17) 'operating crew member' means a crew member carrying out duties in an aircraft during a sector;
- (18) 'positioning' means the transferring of a non-operating crew member from one place to another, at the behest of the operator, excluding:
  - the time of travel from a private place of rest to the designated reporting place at home base and vice versa, and
  - the time for local transfer from a place of rest to the commencement of duty and vice versa;
- (19) 'rest facility' means a bunk or seat with leg and foot support suitable for crew members' sleeping on board an aircraft.
- (20) 'reserve' means a period of time during which a crew member is required by the operator to be available to receive an assignment for an FDP, positioning or other duty notified at least 10 hours in advance.
- (21) 'rest period' means a continuous, uninterrupted and defined period of time, following duty or prior to duty, during which a crew member is free of all duties, standby and reserve.
- (22) 'rotation' is a duty or a series of duties, including at least one flight duty, and rest periods out of home base, starting at home base and ending when returning to home base for a rest period where the operator is no longer responsible for the accommodation of the crew member.
- (23) 'single day free of duty' means, a time free of all duties and standby consisting of one day and two local nights, which is notified in advance. A rest period may be included as part of the single day free of duty.
- (24) 'sector' means the segment of an FDP between an aircraft first moving for the purpose of taking off until it comes to rest after landing on the designated parking position.
- (25) 'standby' means a pre-notified and defined period of time during which a crew member is required by the operator to be available to receive an assignment for a flight, positioning or other duty without an intervening rest period.
- (26) 'airport standby' means a standby performed at the airport;
- (27) 'other standby' means a standby either at home or in a suitable accommodation;
- (28) 'window of circadian low ('WOCL') means the period between 02:00 and 05:59 hours in the time zone to which a crew member is acclimatised;
- (29) 'Airport duty' means a pre-notified and defined period of time during which a crew member is required by the operator to be at the airport immediately available to receive an assignment for a flight, positioning or other duty;
- (30) 'Air taxi operation' means a non-scheduled on demand commercial operation with aircraft of a passenger seating configuration of 19 or less;

- (31) 'Augmented flight crew' means a flight crew which comprises more than the minimum number required to operate the aircraft, allowing each flight crew member to leave the assigned post, for the purpose of in-flight rest, and to be replaced by another appropriately qualified flight crew member;
- (32) 'Break' means a period of time within a flight duty period, shorter than a rest period, counting as duty and during which a crew member is free of all tasks;
- (33) 'Delayed reporting' means the postponement of a scheduled FDP by the operator before a crew member has left his/her place of rest;
- (34) 'Disruptive schedule' means a crew member's roster comprising an FDP or a combination of FDPs starting, finishing during or encroaching any portion of the day or of the night where a crew member is acclimatised which disrupts the sleep opportunity during the optimal sleep time window. A schedule may be disruptive due to early starts, late finishes and night duties.
  - (a) 'Early type' of disruptive schedule means:
    - (1) for 'early start' a duty period starting in the period between 05:00 and 05:59 in the time zone to which a crew member is acclimatised; and
    - (2) for 'late finish' a duty period finishing in the period between 23:00 and 01:59 in the time zone to which a crew member is acclimatised.
  - (b) 'Late type' of disruptive schedule means:
    - (1) for 'early start' a duty period starting in the period between 05:00 and 06:59 in the time zone to which a crew member is acclimatised; and
    - (2) for 'late finish' a duty period finishing in the period between 00:00 and 01:59 in the time zone to which a crew member is acclimatised.
- (35) 'Duty' means any task that a crew member performs for the operator, including flight duty, administrative work, giving or receiving training and checking, positioning, and some elements of standby;
- (36) 'Duty period' means a period which starts when a crew member is required by an operator to report for or to commence a duty and ends when that person is free of all duties, including post-flight duty;
- (37) 'Eastward-Westward and Westward-Eastward transition' means the transition at home base between a rotation crossing 6 or more time zones in one direction and a rotation crossing 4 or more time zones in the opposite direction;
- (38) 'Emergency Flight' means a flight undertaken for the sole purpose of assisting in the resolution of an emergency, which is, or under slightly different circumstances could be, a threat to human life;
- (39) 'Flight duty period (FDP)' means a period that commences when a crew member is required to report for duty, which includes a sector or a series of sectors, and finishes when the aircraft finally comes to rest and the engines are shut down, at the end of the last sector on which the crew member acts as an operating crew member;
- (40) 'Flight time' means, for aeroplanes and touring motor gliders, the time between an aircraft first moving from its parking place for the purpose of taking off until it comes to rest on the designated parking position and all engines or propellers are shut down;

- (41) 'Home base' means the location, assigned by the operator to the crew member, from where the crew member normally starts and ends a duty period or a series of duty periods and where, under normal circumstances, the operator is not responsible for the accommodation of the crew member concerned;
- (42) 'Local day' means a 24-hour period commencing at 00:00 local time;
- (43) 'Local night' means a period of 8 hours falling between 22:00 and 08:00 local time;
- (44) 'Night duty' means a duty period encroaching any portion of the period between 02:00 and 04:59 in the time zone to which the crew is acclimatised;
- (45) 'Offshore Based and Remote Site Operations' means an operation in support of the oil/gas industry, where a helicopter and a crew are based on a rig or at a remote operating site;
- (46) 'Operating crew member' means a crew member carrying out his/her duties in an aircraft during a sector;
- (47) 'Positioning' means the transferring of a non-operating crew member from one place to another, at the behest of the operator, excluding:
- the time of travel from a private place of rest to the designated reporting place at home base and vice versa, and
  - the time for local transfer from a place of rest to the commencement of duty and vice versa;
- (48) 'Reference time' means the local time at the reporting point in a 2 hours wide time zone band around the local time where a crew member is acclimatised;
- (49) 'Rest facility' means a bunk or seat with leg and foot support suitable for crew members' sleeping on board an aircraft;
- (50) 'Reserve' means a period of time during which a crew is required by the operator to be available to receive an assignment for an FDP, positioning or other duty notified at least 10 hour in advance;
- (51) 'Rest period' means a continuous, uninterrupted and defined period of time, following duty or prior to duty, during which a crew member is free of all duties, standby and reserve;
- (52) 'Rotation' is a duty or a series of duties, including at least one flight duty, and rest periods out of home base, starting at home base and ending when returning to home base for a rest period where the operator is no longer responsible for the accommodation of the crew member;
- (53) 'Single day free of duty' means, a time free of all duties and standby consisting of one day and two local nights, which is notified in advance. A rest period may be included as part of the single day free of duty;
- (54) 'Sector' means the time between an aircraft first moving for the purpose of taking off until it comes to rest after landing on the designated parking position;
- (55) 'Standby' means a pre-notified and defined period of time during which a crew member is required by the operator to be available to receive an assignment for a flight, positioning or other duty without an intervening rest period.
- (a) airport standby means a standby performed at the airport;
- (b) other standby means a standby either at home or in a suitable accommodation.

- (56) 'Suitable accommodation' means, for the purpose of standby, split duty and rest, a separate room for each crew member located in a quiet environment, equipped with a bed, which is sufficiently ventilated, has a device for regulating temperature and light intensity, and access to food and drink;
- (57) 'Ultra long range operations (ULR)' means long range flights having a planned flight duration greater than 16 hours or a flight duty period that exceeds 18 hours;
- (58) 'Window of Circadian Low (WOCL)' means the period between 02:00 and 05:59 hours in the time zone to which a crew member is acclimatised.

### GM1 BCAR.ORO.FTL.105(1) Definitions

#### ACCLIMATISED

- (a) A crew member remains acclimatised to the local time of his/her reference time during 47 hours 59 minutes after reporting no matter how many time zones he/she has crossed.
- (b) The maximum daily FDP for acclimatised crew members is determined by using table 1 of BCAR.ORO.FTL.205(b)(1) with the reference time of the point of departure. As soon as 48 hours have elapsed, the state of acclimatisation is derived from the time elapsed since reporting at reference time and the number of time zones crossed.

### GM2 BCAR.ORO.FTL.105(1) Definitions

#### ACCLIMATISED 'POINT OF DEPARTURE'

The point of departure refers to the reporting point for a flight duty period or positioning duty after a rest period.

### GM3 BCAR.ORO.FTL.105(1) Definitions

#### ACCLIMATISED 'TIME ELAPSED SINCE REPORTING AT REFERENCE TIME'

The time elapsed since reporting at reference time for operations at home base refers to the time elapsed since reporting for the first time at home base for a rotation.

### GM1 BCAR.ORO.FTL.105(2) Definitions

#### REFERENCE TIME

- (a) Reference time refers to reporting points in a 2-hour wide time zone band around the local time where a crew member is acclimatised.
- (b) Example: A crew member is acclimatised to the local time in Helsinki and reports for duty in London. The reference time is the local time in London.

### GM1 BCAR.ORO.FTL.105(3) Definitions

#### ADEQUATE FURNITURE FOR 'ACCOMMODATION'

Adequate furniture for crew member accommodation should include a seat that reclines at least 45° back angle to the vertical, has a seat width of at least 20 inches (50cm) and provides leg and foot support.

### GM1 BCAR.ORO.FTL.105(8) Definitions

#### DETERMINATION OF DISRUPTIVE SCHEDULES

If a crew member is acclimatised to the local time at his/her home base, the local time at the home base should be used to consider an FDP as 'disruptive schedule'. This applies to operations within the 2-hour wide time zone surrounding the local time at the home base, if a crew member is acclimatised to the local time at his/her home base.

### GM1 BCAR.ORO.FTL.105(10) Definitions

#### ELEMENTS OF STANDBY FOR DUTY

BCAR.ORO.FTL.225(c) and (d) determine which elements of standby count as duty.

### GM1 BCAR.ORO.FTL.105(17) Definitions

#### OPERATING CREW MEMBER

A person on board an aircraft is either a crew member or a passenger. If a crew member is not a passenger on board an aircraft he/she should be considered as 'carrying out duties'. The crew member remains an operating crew member during in-flight rest. In-flight rest counts in full as FDP, and for the purpose of BCAR.ORO.FTL.210.

### BCAR.ORO.FTL.110 Operator responsibilities

An operator shall:

- (a) publish duty rosters sufficiently in advance to provide the opportunity for crew members to plan adequate rest;
- (b) ensure that flight duty periods are planned in a way that enables crew members to remain sufficiently free from fatigue so that they can operate to a satisfactory level of safety under all circumstances;
- (c) specify reporting times that allow sufficient time for ground duties;
- (d) take into account the relationship between the frequency and pattern of flight duty periods and rest periods and give consideration to the cumulative effects of undertaking long duty hours combined with minimum rest periods;
- (e) allocate duty patterns which avoid practices that cause a serious disruption of an established sleep/work pattern, such as alternating day/night duties;
- (f) comply with the provisions concerning disruptive schedules in accordance with BCAR.ARO.OPS.230;



- (g) provide rest periods of sufficient time to enable crew members to overcome the effects of the previous duties and to be rested by the start of the following flight duty period;
- (h) plan recurrent extended recovery rest periods and notify crew members sufficiently in advance;
- (i) plan flight duties in order to be completed within the allowable flight duty period taking into account the time necessary for pre-flight duties, the sector and turnaround times;
- (j) change a schedule and/or crew arrangements if the actual operation exceeds the maximum flight duty period on more than 33 % of the flight duties in that schedule during a scheduled seasonal period.

**AMC1 BCAR.ORO.FTL.110 Operator responsibilities**

**SCHEDULING**

- (A) Scheduling has an important impact on a crew member's ability to sleep and to maintain a proper level of alertness. When developing a workable roster, the operator should strike a fair balance between the commercial needs and the capacity of individual crew members to work effectively. Rosters should be developed in such a way that they distribute the amount of work evenly among those that are involved.
- (b) Schedules should allow for flights to be completed within the maximum permitted flight duty period and flight rosters should take into account the time needed for pre-flight duties, taxiing, the flight- and turnaround times. Other factors to be considered when planning duty periods should include:
  - (1) the allocation of work patterns which avoid undesirable practices such as alternating day/night duties, alternating eastward-westward or westward-eastward time zone transitions, positioning of crew members so that a serious disruption of established sleep/work patterns occurs;
  - (2) scheduling sufficient rest periods especially after long flights crossing many time zones; and
  - (3) preparation of duty rosters sufficiently in advance with planning of recurrent extended recovery rest periods and notification of the crew members well in advance to plan adequate pre-duty rest.

**AMC1 BCAR.ORO.FTL.110(a) Operator responsibilities**

**PUBLICATION OF ROSTERS**

Rosters should be published 14 days in advance.

**AMC1 BCAR.ORO.FTL.110(j) Operator responsibilities**

**OPERATIONAL ROBUSTNESS OF ROSTERS**

The operator should establish and monitor performance indicators for operational robustness of rosters.

**GM1 BCAR.ORO.FTL.110(j) Operator responsibilities**

**OPERATIONAL ROBUSTNESS OF ROSTERS**

Performance indicators for operational robustness of rosters should support the operator in the assessment of the stability of its rostering system. Performance indicators for operational robustness of rosters should at least measure how often a rostered crew pairing for a duty period is achieved within the planned duration of that duty period. Crew pairing means rostered positioning and flights for crew members in one duty period.

**BCAR.ORO.FTL.115 Crew member responsibilities**

Crew members shall:

- (a) comply with point BCAR.CAT.GEN.MPA.100 (b) of BCAR-CAT; and
- (b) make optimum use of the opportunities and facilities for rest provided and plan and use their rest periods properly.

**BCAR.ORO.FTL.120 Fatigue risk management (FRM) effective by 2022**

- (a) When FRM is required by this Subpart or an applicable certification specification, the operator shall establish, implement and maintain a FRM as an integral part of its management system. The FRM shall be described in the operations manual.
- (b) The FRM established, implemented and maintained shall provide for continuous improvement to the overall performance of the FRM and shall include:
  - (1) a description of the philosophy and principles of the operator with regard to FRM, referred to as the FRM policy;
  - (2) documentation of the FRM processes, including a process for making personnel aware of their responsibilities and the procedure for amending this documentation;
  - (3) scientific principles and knowledge;
  - (4) a hazard identification and risk assessment process that allows managing the operational risk(s) of the operator arising from crew member fatigue on a continuous basis;
  - (5) a risk mitigation process that provides for remedial actions to be implemented promptly, which are necessary to effectively mitigate the operator's risk(s) arising from crew member fatigue and for continuous monitoring and regular assessment of the mitigation of fatigue risks achieved by such actions;
  - (6) FRM safety assurance processes;
  - (7) FRM promotion processes.
- (c) The FRM shall correspond to the flight time specification scheme, the size of the operator and the nature and complexity of its activities, taking into account the hazards and associated risks inherent in those activities and the applicable flight time specification scheme.
- (d) The operator shall take mitigating actions when the FRM safety assurance process shows that the required safety performance is not maintained.

**AMC1 BCAR.ORO.FTL.120(b)(1) Fatigue risk management (FRM)**

**CAT OPERATORS FRM POLICY**

- (a) The operator's FRM policy should identify all the elements of FRM.
- (b) The FRM policy should define to which operations FRM applies.
- (c) The FRM policy should:
  - (1) reflect the shared responsibility of management, flight and cabin crew, and other involved personnel;
  - (2) state the safety objectives of FRM;
  - (3) be signed by the accountable manager;
  - (4) be communicated, with visible endorsement, to all the relevant areas and levels of the organisation;
  - (5) declare management commitment to effective safety reporting;
  - (6) declare management commitment to the provision of adequate resources for FRM;
  - (7) declare management commitment to continuous improvement of FRM;
  - (8) require that clear lines of accountability for management, flight and cabin crew, and all other involved personnel are identified; and
  - (9) require periodic reviews to ensure it remains relevant and appropriate.

**AMC2 BCAR.ORO.FTL.120(b)(2) Fatigue risk management (FRM)**

**CAT OPERATORS FRM DOCUMENTATION**

The operator should develop and keep current FRM documentation that describes and records:

- (1) FRM policy and objectives;
- (2) FRM processes and procedures;
- (3) accountabilities, responsibilities and authorities for these processes and procedures;
- (4) mechanisms for on-going involvement of management, flight and cabin crew members, and all other involved personnel;
- (5) FRM training programmes, training requirements and attendance records;
- (6) scheduled and actual flight times, duty periods and rest periods with deviations and reasons for deviations; and
- (7) FRM outputs including findings from collected data, recommendations, and actions taken.

**AMC1 BCAR.ORO.FTL.120(b)(4) Fatigue risk management (FRM)**

**CAT OPERATORS IDENTIFICATION OF HAZARDS**

The operator should develop and maintain three documented processes for fatigue hazard identification:

- (a) Predictive

The predictive process should identify fatigue hazards by examining crew scheduling and taking into account factors known to affect sleep and fatigue and their effects on performance. Methods of examination may include, but are not limited to:

- (1) operator or industry operational experience and data collected on similar types of operations;
- (2) evidence-based scheduling practices; and
- (3) bio-mathematical models.

(b) Proactive

The proactive process should identify fatigue hazards within current flight operations. Methods of examination may include, but are not limited to:

- (1) self-reporting of fatigue risks;
- (2) crew fatigue surveys;
- (3) relevant flight and cabin crew performance data;
- (4) available safety databases and scientific studies; and
- (5) analysis of planned versus actual time worked.

(c) Reactive

The reactive process should identify the contribution of fatigue hazards to reports and events associated with potential negative safety consequences in order to determine how the impact of fatigue could have been minimised. At a minimum, the process may be triggered by any of the following:

- (1) fatigue reports;
- (2) confidential reports;
- (3) audit reports;
- (4) incidents; or
- (5) flight data monitoring (FDM) events.

**AMC2 BCAR.ORO.FTL.120(b)(4) Fatigue risk management (FRM)**

**CAT OPERATORS RISK ASSESSMENT**

An operator should develop and implement risk assessment procedures that determine the probability and potential severity of fatigue-related events and identify when the associated risks require mitigation. The risk assessment procedures should review identified hazards and link them to:

- (a) operational processes;
- (b) their probability;
- (c) possible consequences; and
- (d) the effectiveness of existing safety barriers and controls.

**AMC1 BCAR.ORO.FTL.120(b)(5) Fatigue risk management (FRM)**

**CAT OPERATORS RISK MITIGATION**

An operator should develop and implement risk mitigation procedures that:

- (a) select the appropriate mitigation strategies;
- (b) implement the mitigation strategies; and
- (c) monitor the strategies' implementation and effectiveness.

**AMC1 BCAR.ORO.FTL.120(b)(6) Fatigue risk management (FRM)**

**CAT OPERATORS FRM SAFETY ASSURANCE PROCESSES**

The operator should develop and maintain FRM safety assurance processes to:

- (a) provide for continuous FRM performance monitoring, analysis of trends, and measurement to validate the effectiveness of the fatigue safety risk controls. The sources of data may include, but are not limited to:
  - (1) hazard reporting and investigations;
  - (2) audits and surveys; and
  - (3) reviews and fatigue studies;
- (b) provide a formal process for the management of change which should include, but is not limited to:
  - (1) identification of changes in the operational environment that may affect FRM;
  - (2) identification of changes within the organisation that may affect FRM; and
  - (3) consideration of available tools which could be used to maintain or improve FRM performance prior to implementing changes; and
- (c) provide for the continuous improvement of FRM. This should include, but is not limited to:
  - (1) the elimination and/or modification of risk controls have had unintended consequences or that are no longer needed due to changes in the operational or organisational environment;
  - (2) routine evaluations of facilities, equipment, documentation and procedures; and
  - (3) the determination of the need to introduce new processes and procedures to mitigate emerging fatigue-related risks.

**AMC1 BCAR.ORO.FTL.120(b)(7) Fatigue risk management (FRM)**

**CAT OPERATORS FRM PROMOTION PROCESS**

FRM promotion processes should support the on-going development of FRM, the continuous improvement of its overall performance, and attainment of optimum safety levels.

The following should be established and implemented by the operator as part of its FRM:

- (a) training programmes to ensure competency commensurate with the roles and responsibilities of management, flight and cabin crew , and all other involved personnel under the planned FRM; and
- (b) an effective FRM communication plan that:
  - (1) explains FRM policies, procedures and responsibilities to all relevant stakeholders; and
  - (2) describes communication channels used to gather and disseminate FRM-related information.

**SECTION 2 - COMMERCIAL AIR TRANSPORT OPERATORS**

**BCAR.ORO.FTL.200 Home base**

An operator shall assign a home base to each crew member.

**BCAR.ORO.FTL.205 Flight duty period (FDP)**

- (a) The operator shall:
  - (1) define reporting times appropriate to each individual operation taking into account BCAR.ORO.FTL.110(c);
  - (2) establish procedures specifying how the commander shall, in case of special circumstances which could lead to severe fatigue, and after consultation with the crew members concerned, reduce the actual FDP and/or increase the rest period in order to eliminate any detrimental effect on flight safety.
- (b) Basic maximum daily FDP.
  - (1) The maximum daily FDP without the use of extensions for acclimatised crew members shall be in accordance with the following table:

*Table 2*

**Maximum daily FDP — Acclimatised crew members**

Start of FDP at reference time	1–2 Sectors	3 Sectors	4 Sectors	5 Sectors	6 Sectors	7 Sectors	8 Sectors	9 Sectors	10 Sectors
0600–1329	13:00	12:30	12:00	11:30	11:00	10:30	10:00	09:30	09:00
1330–1359	12:45	12:15	11:45	11:15	10:45	10:15	09:45	09:15	09:00
1400–1429	12:30	12:00	11:30	11:00	10:30	10:00	09:30	09:00	09:00
1430–1459	12:15	11:45	11:15	10:45	10:15	09:45	09:15	09:00	09:00
1500–1529	12:00	11:30	11:00	10:30	10:00	09:30	09:00	09:00	09:00
1530–1559	11:45	11:15	10:45	10:15	09:45	09:15	09:00	09:00	09:00
1600–1629	11:30	11:00	10:30	10:00	09:30	09:00	09:00	09:00	09:00
1630–1659	11:15	10:45	10:15	09:45	09:15	09:00	09:00	09:00	09:00
1700–0459	11:00	10:30	10:00	09:30	09:00	09:00	09:00	09:00	09:00
0500–0514	12:00	11:30	11:00	10:30	10:00	09:30	09:00	09:00	09:00
0515–0529	12:15	11:45	11:15	10:45	10:15	09:45	09:15	09:00	09:00
0530–0544	12:30	12:00	11:30	11:00	10:30	10:00	09:30	09:00	09:00
0545–0559	12:45	12:15	11:45	11:15	10:45	10:15	09:45	09:15	09:00

- (2) The maximum daily FDP when crew members are in an unknown state of acclimatisation shall be in accordance with the following table:

Table 3

**Crew members in an unknown state of acclimatisation**

Maximum daily FDP according to sectors						
1-2	3	4	5	6	7	8
11:00	10:30	10:00	09:30	09:00	09:00	09:00

- (3) The maximum daily FDP when crew members are in an unknown state of acclimatisation and the operator has implemented a FRM shall be in accordance with the following table:

Table 4

**Crew members in an unknown state of acclimatisation under FRM**

The values in the following table may apply provided the operator’s FRM continuously monitors that the required safety performance is maintained.

Maximum daily FDP according to sectors						
1-2	3	4	5	6	7	8
12:00	11:30	11:00	10:30	10:00	09:30	09:00

- (c) FDP with different reporting time for flight crew and cabin crew.

Whenever cabin crew requires more time than the flight crew for their pre-flight briefing for the same sector or series of sectors, the FDP of the cabin crew may be extended by the difference in reporting time between the cabin crew and the flight crew. The difference shall not exceed 1 hour. The maximum daily FDP for cabin crew shall be based on the time at which the flight crew report for their FDP, but the FDP shall start at the reporting time of the cabin crew.

- (d) Maximum daily FDP for acclimatised crew members with the use of extensions without in-flight rest.

- (1) The maximum daily FDP may be extended by up to 1 hour not more than twice in any 7 consecutive days. In that case:
  - (i) the minimum pre-flight and post flight rest periods shall be increased by 2 hours; or
  - (ii) the post flight rest period shall be increased by 4 hours.
- (2) When extensions are used for consecutive FDPs, the additional pre- and post-flight rest between the two extended FDPs required under subparagraph 1 shall be provided consecutively.
- (3) The use of the extension shall be planned in advance, and shall be limited to a maximum of:
  - (i) 5 sectors when the WOCL is not encroached; or
  - (ii) 4 sectors, when the WOCL is encroached by 2 hours or less; or
  - (iii) 2 sectors, when the WOCL is encroached by more than 2 hours.



- (4) Extension of the maximum basic daily FDP without in-flight rest shall not be combined with extensions due to in-flight rest or split duty in the same duty period.
- (5) Flight time specification schemes shall specify the limits for extensions of the maximum basic daily FDP in accordance with the certification specifications applicable to the type of operation, taking into account:
  - (i) the number of sectors flown; and
  - (ii) WOCL encroachment.
- (e) Maximum daily FDP with the use of extensions due to in-flight rest  
Flight time specification schemes shall specify the conditions for extensions of the maximum basic daily FDP with in-flight rest in accordance with the certification specifications applicable to the type of operation, taking into account:
  - (i) the number of sectors flown;
  - (ii) the minimum in-flight rest allocated to each crew member;
  - (iii) the type of in-flight rest facilities; and
  - (iv) the augmentation of the basic flight crew.
- (f) Unforeseen circumstances in flight operations — commander's discretion
  - (1) The conditions to modify the limits on flight duty, duty and rest periods by the commander in the case of unforeseen circumstances in flight operations, which start at or after the reporting time, shall comply with the following:
    - (i) the maximum daily FDP which results after applying points (b) and (e) of point BCAR.ORO.FTL.205 or point BCAR.ORO.FTL.220 may not be increased by more than 2 hours unless the flight crew has been augmented, in which case the maximum flight duty period may be increased by not more than 3 hours;
    - (ii) if on the final sector within an FDP the allowed increase is exceeded because of unforeseen circumstances after take-off, the flight may continue to the planned destination or alternate aerodrome; and
    - (iii) the rest period following the FDP may be reduced but can never be less than 10 hours.
  - (2) In case of unforeseen circumstances which could lead to severe fatigue, the commander shall reduce the actual flight duty period and/or increase the rest period in order to eliminate any detrimental effect on flight safety.
  - (3) The commander shall consult all crew members on their alertness levels before deciding the modifications under subparagraphs 1 and 2.
  - (4) The commander shall submit a report to the operator when an FDP is increased or a rest period is reduced at his or her discretion.
  - (5) Where the increase of an FDP or reduction of a rest period exceeds 1 hour, a copy of the report, to which the operator shall add its comments, shall be sent by the operator to the competent authority not later than 28 days after the event.

- (6) The operator shall implement a non-punitive process for the use of the discretion described under this provision and shall describe it in the operations manual.
- (g) Unforeseen circumstances in flight operations — delayed reporting

The operator shall establish procedures, in the operations manual, for delayed reporting in the event of unforeseen circumstances, in accordance with the certification specifications applicable to the type of operation.

#### GM1 BCAR.ORO.FTL.205(a)(1) Flight Duty Period (FDP)

##### REPORTING TIMES

The operator should specify reporting times taking into account the type of operation, the size and type of aircraft and the reporting airport conditions.

#### GM1 BCAR.ORO.FTL.205(b)(1) Flight duty period (FDP)

##### REFERENCE TIME

The start time of the FDP in the table refers to the 'reference time'. That means, to the local time of the point of departure, if this point of departure is within a 2-hour wide time zone band around the local time where a crew member is acclimatised.

#### AMC1 BCAR.ORO.FTL.205(f) Flight Duty Period (FDP)

##### UNFORESEEN CIRCUMSTANCES IN ACTUAL FLIGHT OPERATIONS — COMMANDER'S DISCRETION

- (a) As general guidance when developing a commander's discretion policy, the operator should take into consideration the shared responsibility of management, flight and cabin crew in the case of unforeseen circumstances. The exercise of commander's discretion should be considered exceptional and should be avoided at home base and/or company hubs where standby or reserve crew members should be available. Operators should assess on a regular basis the series of pairings where commander's discretion has been exercised in order to be aware of possible inconsistencies in their rostering.
- (b) The operator's policy on commander's discretion should state the safety objectives, especially in the case of an extended FDP or reduced rest and should take due consideration of additional factors that might decrease a crew member's alertness levels, such as:
  - (1) WOCL encroachment;
  - (2) weather conditions;
  - (3) complexity of the operation and/or airport environment;
  - (4) aeroplane malfunctions or specifications;
  - (5) flight with training or supervisory duties;
  - (6) increased number of sectors;
  - (7) circadian disruption; and
  - (8) individual conditions of affected crew members (time since awake, sleep-related factor, workload, etc.).

**GM1 BCAR.ORO.FTL.205(f)(1)(i) Flight Duty Period (FDP)**

**COMMANDER'S DISCRETION**

The maximum basic daily FDP that results after applying BCAR.ORO.FTL.205(b) should be used to calculate the limits of commander's discretion, if the commander's discretion is applied to an FDP which has been extended under the provisions of BCAR.ORO.FTL.205(d).

**BCAR.ORO.FTL.210 Flight times and duty periods**

- (a) The total duty periods to which a crew member may be assigned shall not exceed:
  - (1) 60 duty hours in any 7 consecutive days;
  - (2) 110 duty hours in any 14 consecutive days; and
  - (3) 190 duty hours in any 28 consecutive days, spread as evenly as practicable throughout that period.
- (b) The total flight time of the sectors on which an individual crew member is assigned as an operating crew member shall not exceed:
  - (1) 100 hours of flight time in any 28 consecutive days;
  - (2) 900 hours of flight time in any calendar year; and
  - (3) 1000 hours of flight time in any 12 consecutive calendar months.
- (c) Post-flight duty shall count as duty period. The operator shall specify in its operations manual the minimum time period for post-flight duties.

**AMC1 BCAR.ORO.FTL.210(c) Flight times and duty periods**

**POST-FLIGHT DUTIES**

The operator should specify post-flight duty times taking into account the type of operation, the size and type of aircraft and the airport conditions.

**BCAR.ORO.FTL.215 Positioning**

If an operator positions a crew member, the following shall apply:

- (a) positioning after reporting but prior to operating shall be counted as FDP but shall not count as a sector;
- (b) all time spent on positioning shall count as duty period.

**BCAR.ORO.FTL.220 Split duty**

The conditions for extending the basic maximum daily FDP due to a break on the ground shall be in accordance with the following:

- (a) flight time specification schemes shall specify the following elements for split duty in accordance with the certification specifications applicable to the type of operation:
  - (1) the minimum duration of a break on the ground; and
  - (2) the possibility to extend the FDP prescribed under point BCAR.ORO.FTL.205(b) taking into account the duration of the break on the ground, the facilities provided to the crew member to rest and other relevant factors;

- (b) the break on the ground shall count in full as FDP;
- (c) split duty shall not follow a reduced rest.

**BCAR.ORO.FTL.225 Standby and duties at the airport**

If an operator assigns crew members to standby or to any duty at the airport, the following shall apply in accordance with the certification specifications applicable to the type of operation:

- (a) standby and any duty at the airport shall be in the roster and the start and end time of standby shall be defined and notified in advance to the crew members concerned to provide them with the opportunity to plan adequate rest;
- (b) a crew member is considered on airport standby from reporting at the reporting point until the end of the notified airport standby period;
- (c) airport standby shall count in full as duty period for the purpose of points BCAR.ORO.FTL.210 and BCAR.ORO.FTL.235;
- (d) any duty at the airport shall count in full as duty period and the FDP shall count in full from the airport duty reporting time;
- (e) the operator shall provide accommodation to the crew member on airport standby;
- (f) flight time specification schemes shall specify the following elements:
  - (1) the maximum duration of any standby;
  - (2) the impact of the time spent on standby on the maximum FDP that may be assigned, taking into account facilities provided to the crew member to rest, and other relevant factors such as:
    - the need for immediate readiness of the crew member,
    - the interference of standby with sleep, and
    - sufficient notification to protect a sleep opportunity between the call for duty and the assigned FDP;
  - (3) the minimum rest period following standby which does not lead to assignment of an FDP;
  - (4) how time spent on standby other than airport standby shall be counted for the purpose of cumulative duty periods.

**BCAR.ORO.FTL.230 Reserve**

If an operator assigns crew members to reserve, the following requirements shall apply as applicable to the type of operation:

- (a) reserve shall be in the roster;
- (b) flight time specification schemes shall specify the following elements:
  - (1) the maximum duration of any single reserve period;
  - (2) the number of consecutive reserve days that may be assigned to a crew member.

**GM1 BCAR.ORO.FTL.230(a) Reserve**

**ROSTERING OF RESERVE**

Including reserve in a roster, also referred to as 'rostering', implies that a reserve period that does not result in a duty period may not retrospectively be considered as part of a recurrent extended recovery rest period.

**BCAR.ORO.FTL.235 Rest periods**

- (a) Minimum rest period at home base.
  - (1) The minimum rest period provided before undertaking an FDP starting at home base shall be at least as long as the preceding duty period, or 12 hours, whichever is greater.
  - (2) By way of derogation from point (1), the minimum rest provided under point (b) applies if the operator provides suitable accommodation to the crew member at home base.
- (b) Minimum rest period away from home base.

The minimum rest period provided before undertaking an FDP starting away from home base shall be at least as long as the preceding duty period, or 10 hours, whichever is greater. This period shall include an 8-hour sleep opportunity in addition to the time for travelling and physiological needs.

- (c) Reduced rest

By derogation from points (a) and (b), flight time specification schemes may reduce the minimum rest periods in accordance with the certification specifications applicable to the type of operation and taking into account the following elements:

- (1) the minimum reduced rest period;
  - (2) the increase of the subsequent rest period; and
  - (3) the reduction of the FDP following the reduced rest.
- (d) Recurrent extended recovery rest periods

Flight time specification schemes shall specify recurrent extended recovery rest periods to compensate for cumulative fatigue. The minimum recurrent extended recovery rest period shall be 36 hours, including 2 local nights, and in any case the time between the end of one recurrent extended recovery rest period and the start of the next extended recovery rest period shall not be more than 168 hours. The recurrent extended recovery rest period shall be increased to 2 local days twice every month.
- (e) Flight time specification schemes shall specify additional rest periods in accordance with the applicable certification specifications to compensate for:
  - (1) the effects of time zone differences and extensions of the FDP;
  - (2) additional cumulative fatigue due to disruptive schedules; and
  - (3) a change of home base

**GM1 BCAR.ORO.FTL.235(a)(2) Rest periods**

**MINIMUM REST PERIOD AT HOME BASE IF SUITABLE ACCOMMODATION IS PROVIDED**

An operator may apply the minimum rest period away from home base during a rotation which includes a rest period at a crew member's home base. This applies only if the crew member does not rest at his/her residence, or temporary accommodation, because the operator provides suitable accommodation. This type of roster is known as "back-to-back operation".

**AMC1 BCAR.ORO.FTL.235(b) Rest periods**

**MINIMUM REST PERIOD AWAY FROM HOME BASE**

The time allowed for physiological needs should be 1 hour. Consequently, if the travelling time to the suitable accommodation is more than 30 minutes, the operator should increase the rest period by twice the amount of difference of travelling time above 30 minutes.

**BCAR.ORO.FTL.240 Nutrition**

- (a) During the FDP there shall be the opportunity for a meal and drink in order to avoid any detriment to a crew member's performance, especially when the FDP exceeds 6 hours.
- (b) An operator shall specify in its operations manual how the crew member's nutrition during FDP is ensured.

**AMC1 BCAR.ORO.FTL.240 Nutrition**

**MEAL OPPORTUNITY**

- (a) The operations manual should specify the minimum duration of the meal opportunity, when a meal opportunity is provided, in particular when the FDP encompasses the regular meal windows (e.g. if the FDP starts at 11:00 hours and ends at 22:00 hours meal opportunities for two meals should be given).
- (b) It should define the time frames in which a regular meal should be consumed in order not to alter the human needs for nutrition without affecting the crew member's body rhythms.

**BCAR.ORO.FTL.245 Records of home base, flight times, duty and rest periods**

- (a) An operator shall maintain, for a period of 24 months:
  - (1) individual records for each crew member including:
    - (i) flight times;
    - (ii) start, duration and end of each duty period and FDP;
    - (iii) rest periods and days free of all duties; and
    - (iv) assigned home base;
  - (2) reports on extended flight duty periods and reduced rest periods.
- (b) Upon request, the operator shall provide copies of individual records of flight times, duty periods and rest periods to:
  - (1) the crew member concerned; and
  - (2) to another operator, in relation to a crew member who is or becomes a crew member of the operator concerned.

- (c) Records referred to in point BCAR.CAT.GEN.MPA.100 (b)(5) in relation to crew members who undertake duties for more than one operator shall be kept for a period of 24 months.

**BCAR.ORO.FTL.250 Fatigue management training**

- (a) The operator shall provide initial and recurrent fatigue management training to crew members, personnel responsible for preparation and maintenance of crew rosters and management personnel concerned.
- (b) This training shall follow a training programme established by the operator and described in the operations manual. The training syllabus shall cover the possible causes and effects of fatigue and fatigue countermeasure

**AMC1 BCAR.ORO.FTL.250 Fatigue management training**

**TRAINING SYLLABUS FATIGUE MANAGEMENT TRAINING**

The training syllabus should contain the following:

- (a) applicable regulatory requirements for flight, duty and rest;
- (b) the basics of fatigue including sleep fundamentals and the effects of disturbing the circadian rhythms;
- (c) the causes of fatigue, including medical conditions that may lead to fatigue;
- (d) the effect of fatigue on performance;
- (e) fatigue countermeasures;
- (f) the influence of lifestyle, including nutrition, exercise, and family life, on fatigue;
- (g) familiarity with sleep disorders and their possible treatments;
- (h) where applicable, the effects of long range operations and heavy short range schedules on individuals;
- (i) the effect of operating through and within multiple time zones; and
- (j) the crew member responsibility for ensuring adequate rest and fitness for flight duty.